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MEMBERSHIP PERCEPTIONS OF THE EDMONTON WOMEN'S NETWORK

by

LANA B. BLACK

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

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DEDICATION

This thesis is dedicated to my husband,
George Stanley Abrams.

ABSTRACT

The main purpose of this study was to describe the demographic characteristics of the women who belonged to the Edmonton Women's Network, and how the present members' perceptions of Network purposes, policies, and services differ from those established for and provided by the Network in its initial stages of development.

The objectives of the study were:

1. To describe the demographic characteristics of the women who belonged to the Edmonton Women's Network;
2. To describe the present members' perceptions of Network purposes;
3. To describe the present members' perceptions of Network policies; and
4. To describe the present members' perceptions of Network services.

Eighty six questionnaires were mailed to the selected Network members. The questionnaire was mailed on August 13, 1982, and the deadline for receipt of the replies was September 30, 1982. The questionnaires were mailed with a cover letter and a self-addressed pre-stamped envelope. A letter of reminder was sent to all respondents who had not returned their survey on or before September 13, 1982. Fifty percent of the surveys sent were returned.

All data, with the exception of one batch of data, were considered to be of a descriptive nature. The statistical analysis included analysis appropriate for descriptive data such as the percentage of response, the mean and the standard deviation. One parametric test, the T-test for the analysis of variance, was used to describe the difference in degree between what the membership received as Network members and what they would like to receive.

The Edmonton Women's Network was found to be an horizontal network whose members supported its purposes and policies. The Network services have provided some benefit to their membership but the membership indicated a desire for greater benefit from the services being provided.

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CHAPTER I

DEFINITION AND DISCUSSION OF THE PROBLEM

Background to the Problem

The Edmonton Women's Network was established by three women educators in May of 1980. The Network's own documents established the following:

1. The main purposes of the Network were to provide women with: (a) a self-help organization; (b) a force for career advancement; (c) an educational group; and (d) an information exchange.
2. The Edmonton Women's Network was not to be: (a) a social club; (b) a service club; (c) a political pressure group; or (d) a consciousness-raising group.
3. In keeping with its purposes, the Network provided its membership with: (a) information; (b) referrals; (c) feedback; (d) visibility; and (d) psychological support.

The founding executive, in order to achieve its stated purposes, provided its membership with: (a) a quarterly newsletter; (b) an information service on groups and activities of interest to women; (c) a series of network-sponsored speakers, workshops and seminars, and organizational meetings; (d) a network directory; (e) liaison

with other existing networks; (f) a constitution for review at the end of the second year; and (g) a new executive and a board of directors.

The Network grew beyond the expectations of its founders. The only requirement for membership was a forty-dollar membership fee and in one year the membership grew from three to 350 members. With this rapid growth came the need for a public office, office equipment, and a full-time office staff. None of this was realized in the first years of operation. Instead, the Network office was housed in the basement of the first director's home and consisted of a desk, a code-a-phone, a set of files, and part-time secretarial help. The location of the Network office made executive and membership communications extremely difficult.

Due to the physical limitations placed on the burgeoning Network, the networking executive worked hard at providing its rapidly growing membership with as much written information as possible via the Network newsletter. Since almost all Network communications were of a one-way nature, namely executive to membership rather than executive to membership and membership to executive, the Network began to question whether or not it had been successful in making its membership aware of the Network's intended purposes, policies, and services.

The lack of two-way communication within the Network was further aggravated by the rapid and varied growth of the membership. By the end of the first year, the executive as a whole had at best made direct personal contact with 10 percent of the general membership. The remaining 90 percent of the

membership were known only by their listings in the Network's first directory.

In other words, the leadership of the Women's Network did not have systematic information about the members' demographic characteristics, their perceptions of what the organization was doing for them, or their ideals for the Network.

Statement of the Problem

Therefore, after approximately one year of operation and a minimum amount of contact with the general membership, the Network executive began to ask the question, "What are the demographic characteristics of the women who belong to the Edmonton Women's Network and how do the present members' perceptions of Network purposes, policies, and services differ from those established for and provided by the Network in its initial stages of development?"

Subproblems

Within the larger problem were four subproblems.

1. What are the demographic characteristics of the women who belonged to the Edmonton Women's Network?
2. How did present members' perceptions of Network purposes compare to the founding members' perceptions of Network purposes?
3. How did present members' perceptions of Network policies compare to the founding members' perceptions of

network policies.

4. How did present members' perceptions of network services compare to the founding members' perceptions of network services?

Objectives of the Study

From the subproblems come the objectives of the study. The objectives of the study were:

1. To generate a demographic description of the Edmonton Women's Network;
2. To describe the present members' perceptions of network purposes;
3. To describe the present members' perceptions of network policies; and
4. To describe the present members' perceptions of network services.

Significance of the Problem

The significance of this study is embedded in the research literature which describes administration as a process. "The central purpose of administration in any organization is that of co-ordinating the efforts of people towards the achievement of its goals" (Campbell, 1977, p. 112). In the first place, the administrator must perform certain tasks for the achievement of such a purpose. The task areas to be considered in educational organizations are school

community relationships, curriculum instruction, pupil personnel, staff personnel, physical facilities, finance, and business management and evaluation (Campbell, 1977). Secondly, to reach their goals in the various task areas, educational administrators must work at effectively co-ordinating the work of the organization. In order to do this, an administrator must be skilled and effective in certain fundamental processes. Miklos' 1975 article, "Approaches to school administration," provides a succinct chronological overview of theoretical models that have depicted administration as a process.

According to Miklos, viewing administration as a process was one of the first approaches used in an attempt to theorize about administration almost 60 years ago. Fayol, a classical theorist, attempted to describe the essential administrative functions or processes. He considered the elements of managing to be planning, organizing, coordinting, controlling and commanding (Miklos, 1975). Gulick, an earlier classical theorist, concurred with Miklos.

Litchfield was credited, in Miklos' article, with contributing the notion of the administrative process as a "cycle of action" which includes the specific activities of decision making, programming, communicating, controlling and reappraising. He is reported to have said:

> In an idealized form it occurs as a logical sequence in which there is a progression from the making of a decision in the form of specific programs, to the communication of that programmed decision, to the establishment of controls for the realization of the decision,

> and finally to the reappraisal of the decision as programmed, communicated, and controlled. (Miklos, 1975, p. 3)

Miklos then goes on to conclude that the administrative process includes planning, decision making, organizing, coordinating, communicating, and influencing. Miklos considers administration to be the total of the preceding components; he states that effective administration not only involves effective performance in each of these areas, but also requires an appropriate emphasis and appropriate sequence in accordance with the demands of a particular situation.

Robbins (1976) discussed the transferability of the administrative process from one type of organization to another:

> Administrative concepts are transferable between organizations, and as applicable to non-profit organizations as they are to the profit sector. The "process" refers to the planning, organizing, leading, and evaluating that take place to accomplish objectives, and this process can take place in any type of organization. (p. 14)

If one accepts Robbins' statement that administrative concepts are transferrable between organizations, then the concept of administration as a process is applicable to educational organizations and to non-profit organizations like the Edmonton Women's Network. In other words, any new understandings about the basic administrative processes that may come out of studies of one kind of organization should be helpful in understanding the administration of other kinds of organizations. The specific processes that are important foci in this study--communiting and evaluating--were selected for

at least two reasons.

First, as has already been indicated, the executive of the Edmonton Women's Network had become concerned about its effectiveness in these areas and wanted systematic information. The records kept by the network's initial executive indicate that in its early stages of development, the network actively utilized the administrative concepts of planning, organizing, leading, and influencing to guide the administration of the network. However, in a review of the network's organizational development it appeared that the administrative processes of communicating with network members and evaluating the network's activities had not been developed as completely as the other peocesses. Indeed, the executive did not begin to incorporate the communicating and evaluating components of the administrative process until fairly recently, when it started to ask questions about the members' characteristics, perceptions and ideals. As Miklos (1975) has stated:

> The effectiveness of administration, and even of the total organization, hinges upon communication. . . . Administrators must be able to communicate with others both within and outside of the organization. Furthermore, they must be able to establish effective channels so that there is communication where it is needed.

Further, according to Robbins (1976), one of the last, functions the administrator performs is evaluation. In this process, the administrator reviews, regulates, and controls performance to ensure that it conforms to certain standards. Therefore, the incorporation of an evaluation component into

the network's administrative process, which this study provides, should help the network's administrators to guage if they have been successful in making their membership aware of the network's goals.

The second and more important reason is that the investigation would generate information about a specific type of organization and would provide further insights into administrative processes that have long been recognized as important factors in the effectiveness of organizations in general. The literature on networking indicates that networking information and the networking process have applicability in many types of organizations. Indeed, it is clear that education has made use of networking literature for curriculum development (Miles, 1977), for the personal and professional growth of educators (Miles, 1977), and in the administrative processes utilized by educational administrators (Miles, 1977). Therefore, the findings of this study may have some general application to women's organizations, educational organizations, and to other types of organizations as well.

On a more theoretical level, the literature on networking seems to lack research on network evaluation. The literature to date provides materials on what networking is, how to network, and who is joining networks; but it does not provide information as to how effective networks have been in attaining their stated goals. Therefore, this study could contribute a pioneer thesis on network membership and

network goal attainment.

In summary, the study is significant in a critical and a theoretical way. Its practical significance lies in the extension and further development of the administrative process utilized by the Edmonton Women's Network. Its theoretical significance lies in its contribution to the research literature available on networks and the networking process.

Assumptions

Basic to this study is the assumption that the goals of the Edmonton Women's Network as expressed and recorded by the founding executive of the Edmonton Network, in their statement of Network purposes, policies and services, are in fact the goals of the Edmonton Women's Network.

Delimitations

1. This study is an exploratory study and will include approximately 25 percent of the network's membership in the study.
2. The network considered in this study is a specific type of network. It is a vertical, apolitical network whose primary purpose is the career advancement of its membership. Therefore, some or perhaps all findings may be generalizable only to networks which are similar in nature to the Edmonton Women's Network.

Limitations

1. Since the very nature of the Edmonton Women's Network is one of growth and a consequently changing membership, there is some question as to how many present network members were members during the initial stages of the network's development. The different durations in network memberships and the different amounts of exposure to network materials may have an impact on the data collected during this study.
2. The network organization, in a short period of time, moved from its initial stages of informal organizational development to a more formalized stage of organizational development. This rapid change may have influenced the patterns of communication between the organization and its membership and in turn influenced members' perceptions of the network.
3. Before the research problem proposed in this study could be fully researched, it was necessary to develop an instrument for the collection of the research data. Therefore, this study was considered a pilot study insofar as it addressed the problem of developing an instrument which collected the data required to research the problem presented in the study. It is possible that the problem was not researched as thoroughly as desired because the instrument devised was not fully refined. For this reason, too, the study being undertaken was considered an exploratory study.

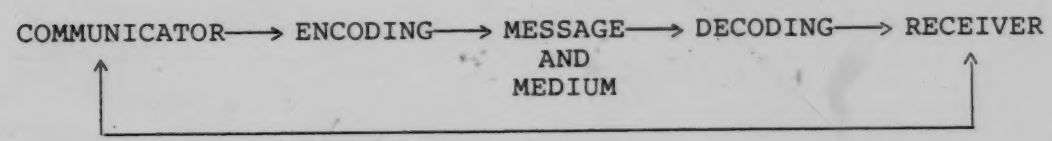
4. As well as considering the study an exploratory study, one must take into consideration the size of the sample collected. Exactly 50 percent of 25 percent of the networkers surveyed responded to the questionnaire, making it difficult to apply the findings gathered to the entire network membership. Therefore, the findings represent network members who responded to the questionnaire rather than the entire network membership.
5. The smallness of the sample precluded any analysis designed to identify differences between the subgroups.
6. A paradox was present in the research being proposed, for it has been suggested that formal attempts to assess informal networks cause those networks to lose some of the characteristics and benefits of the informal system that the initial networkers intended the network to have. However, it seems that networks like the Edmonton Women's Network inevitably formalize their procedures and would therefore benefit from assessments of their effectiveness within their organization.

Definitions of Terms

Administration. The universal process of efficiently getting activities completed with and through other people. Its concepts are transferable between organizations and are as applicable to non-profit organizations as they are to the profit sector. For the present study, the process refers to the planning, leading, organizing, and evaluating that take

place to accomplish objectives, and this process can take place in any type of organization.

Communication. An episode in which an encoder encodes and sends a message to a receiver who decodes it and responds in some way, either behaviorally or verbally. In diagram form, the definition is shown in the following manner (Steers, 1981, p. 210):



Effectiveness. An organization's capacity to acquire and utilize its scarce and valued resources as expediently as possible in the pursuit of its operative and operational goals.

Mentor. An individual experienced in any work field who advises, helps, and guides younger, less experienced individuals in the same work field.

Network, Apolitical. A network which has no involvement in political activities and/or issues. Network members, as individuals, may support whatever activities and/or issues they wish.

Network, Horizontal. A horizontal network is a network including persons of a specific age and/or a specific occupation.

Network, Vertical. A vertical network is a network including persons of all ages and all occupations.

Network, Social.

> . . . a set of nodes or points connected by lines or links, . . . where the nodes are persons, groups or organizations. The things which travel between the nodes are socially relevant; they are usually objects, labor, affection, evaluation, knowledge, prescription/opinion, influence and power. So a network is a connected set of social actors exchanging socially relevant materials . . . . Networks may be formally instituted or informally emergent; they may be transorganizational or internal to existing organizations; they may be fully known and visible to their members or not fully known or understand the network of which they are a part. (Miles, 1977, p. 2)

Another definition developed by Schon (1977) describes social networks as:

> . . . patterns or relationship and interaction among persons or collectivities. These patterns are regular and persistent and in that sense, lawlike, but they are not governed by formal rules. They lay outside the formal boundaries of formal conduct, formal regulation and formal organization. (p. 1)

Edmonton Women's Network. The Edmonton Women's Network is a modern social network which is best described according to the organization's purpose. The Edmonton Women's Network is a modern social network which provides its members with information, referrals, feedback, visibility, and psychological support.

Perception. A perceptual judgement--a judgement based upon an awareness of factors in the physical and social environment and influenced by the beliefs and attitudes of the individual.

Working Woman. A working woman is defined as any woman who works in the home as a homemaker or outside the home for a salary or a wage.

CHAPTER II

BACKGROUND LITERATURE

Introduction

The purpose of this study was to describe the demographic characteristics of the women who belonged to the Edmonton Women's Network, and to describe the membership's perceptions of their Network's purposes, policies and services. The literature search revealed a lack of research literature which addressed the problem being studied. Therefore, the limited literature available served as the background literature leading up to and being extended by the study.

This chapter is comprised of six sections. In the first section, informal organizations as the forerunner of modern networks are discussed. In the second section, literature relating to the concept of networks and network definitions is reviewed. In the third section, networks and their role in the women's community are discussed. The fourth section deals with networks and education. The fifth section briefly addresses the notion of barriers to network development. The sixth and final section presents literature which discusses networks and their future usage.

Informal Organizations

Introduction and Definition

Mary Parker Follett, an early contributor to the human relations school of administrative policy, wrote a series of papers dealing with the human side of administration. Follett believed that the fundamental problem in all organizations was in developing and maintaining dynamic and harmonious relationships. The concept introduced by Follett to address these concerns was the concept of informal organizations (Gulick and Urwick, 1939). Robbins (1976) defined informal organizations as:

> . . . alliances that are neither structured nor designated by the organization's administration; and in them role behaviors of individuals are not organizationally determined. These groups are natural formations in the network environment, which appear in response to the need for social contact. However, even though they are informal, they typically form within the structure of formal groups. (p. 280)

Robert Dubin refers to the informal organization as the informal behavior system. He defines it as:

> . . . the informal behavior system is an organization comprised of direct interpersonal relationships of a voluntary character. Informal relations occur within the formal organization which establishes the rules for getting the work done. (1959, p. 70)

Dubin goes on to further describe informal organizations as a natural consequence of people being brought together while working and having free time to interact. He further clarified his statements by saying that informal organizations serve

as a means for ordering the free interpersonal relationships of people on the job. They are connective links between persons based on individual personality traits and characteristics and permit social relations which recognize the unique qualities of each person (Dubin, 1959).

Developments

According to Campbell (1977), the concept of informal organizations was eventually given acceptance, not because of the work of Follett, but after the research done in the Hawthorne plant of Western Electric in Chicago. The Hawthorne studies are considered to be basic to the literature which describes informal organizations. Elton Mayo, an industrial psychologist, and Fritz Roethlisberger, Mayo's associate, discovered that economic and mechanistic approaches to industry were inadequate. While wages and working conditions were important to the workers, they ranked second to what Mayo described as "a method of living in a social relationship" (Campbell, 1977). Mayo had described the concept of informal organizations and their role in providing a vehicle for social interactions at work.

Modern Usage

The earlier contributors to the development of the concept of informal organizations discussed informal organizations as entities found beside and between the formal organizations of the work place. The more recent literature

seems to indicate a shift in location and in terminology when discussing the presence and usage of informal organizations. Informal organizations appear to be depicted as functioning within and external to the work place; within and between professional groups; and finally, within and between communities, regions, and countries. Informal organizations tend to be called networks in the more recent publications. The following literature sample indicates this shift in the terminology describing informal organizations.

Further Literature

In the context of the referent studies, the findings concerning informal structures are relevant.

A questionnaire was distributed at Iowa Lakes community College in an attempt to investigate the formal and informal administrative structures and channels of the college (Schorgman, 1978). The implications drawn regarding the informal community structure was that there are often several individuals who are generally respected for their expertise within any one of the several functional areas. Recommendations regarding the informal communication structure included:

1. Recognize that it exists but do not necessarily encourage an overuse of it;
2. Remain knowledgeable about who is respected in each function; and

3. Continue to promote compatibility between the formal and the informal structures.

There were several sources of help and assistance available in day-to-day operations. The study demonstrated the use of informal communication systems to support and make easier the work done within the formal organization of a professional institution.

The university grapevine was also described by Mandel (1979) as an informal communication system developed out of basic human needs of belonging, influencing, and being accepted by the group. Mandel also discusses when and why the informal organization becomes most active in the institution and how it can be controlled. Mandel stresses the fact that no matter what the educational level, experience or position in the university's informal organization people distort messages. This is why, in most cases, the message received by different clusters of receivers throughout the university campuses. The university administrator is faced with the difficult task of controlling the informal grapevine. The article states the only option to a university administrator is to attempt to influence the informal communication system in such a way as to minimize the detrimental effects of the system on the university. Preventive medicine is cited as the best method of controlling the the informal communication system. Preventive medicine includes being sensitive to the anuities and attitudes which develop remors, being aware that an overly active grapevine

usually signals that the formal communication system is not working properly and providing needed information openly, honestly and quickly. The article concludes with the statement that tightening economic conditions will make for greater use of the university grapevine and in turn a greater need will arise for administrators to communicate effectively and quickly through the university's formal channels of communication.

Froland (1979) published the preliminary results of a study of ten programs that have been developed as alternative ways of linking professional services with various forms of informal helping networks. The paper focused primarily on the nature of the informal helping activities and the interactions between informal helpers and professionals.

The networks studied served a variety of populations including the elderly, children and families, the physically disabled, and the general community. The findings indicated that the interactions between an agency and helping networks depends upon the nature of exchange, and the compatability of objectives and values to which such an exchange is directed. Froland (1979) raised the question: "What happens when there is a difference in objectives between the professional agency and the helping network?" For example, an agency concerned with promoting self-sufficiency and a network concerned with obtaining tangible resources may encounter difficulty in coming to a common basis for exchange. One may want to be non-directive while the other may be asking

for direction. Furthermore, Froland indicated that some agencies see themselves as phasing out their work with a network while others are concerned with developing an ongoing relationship.

Rather than answering questions in regard to the relationship between formal services and informal helping networks, this preliminary article raised several questions. For instance, what kinds of helping networks or what types of informal helping are suited to these contrasting objectives? Finally, in working with neighbourhoods or helping networks with strong norms deriving from tradition or culture, to what extent must agency staff adapt themselves to these norms if they are to effectively relate to informal helpers? The final question raised was, "What is gained and lost in the process of adaptation?"

Lincoln and Miller (1979) conducted a study which examined the effects of five attributes--authority, education, sex, race, and branch assignment--on the proximities among the members of five professional organizations in networks of instrumental and primary relations. They found that sex and race seem to affect instrumental ties. Their findings also indicated some evidence in two organizations studied that authority and education affect instrumental ties more than primary ties. The data as a whole seemed to favor the hypothesis that these two attributes, which are associated with position in the formal division of labor, give rise to both instrumental and primary ties. These attributes generally

serve to place high status persons on central network positions.

Etzion (1980) discussed the nature of informal helping processes in Israel and North American organizations. Etzion found them to be compatible, although differences were evident. For instance, Israeli managers perceive the helping institutions in their organizations to be more active and more directive than their American counterparts.

As mentioned earlier, informal organizations are present throughout our social fabric and have more recently been named networks.

Networks

Literature Which Defines Networks

The term "network" has been used in many ways. To a television fan, a network is a system of television stations; to an employee of Alberta Government Telephones, a network refers to a telecommunications system; while to others, a network may be a set of social interactions. During this study, we are not defining networks which are of a physical nature (roads, canals) nor electric ones (television stations or telephone systems), but social networks. Social networks can be defined as:

> . . . a set of nodes or points connected by lines or links . . . where the nodes are persons, groups, or organizations. The things which travel between the nodes are socially relevant; they are usually objects, labor, affection, evaluation, knowledge, prescription/opinion, influence and power. So a network is a connected set of social actors exchanging socially relevant materials . . . .

> Networks may be formally instituted or informally emergent; they may be transorganizational or internal to existing organizations; they may be fully known and visible to their members or not fully known or understand the network of which they are a part. (Miles, 1977, p. 2)

Another definition developed by Schon (1977) describes social networks as:

> . . . patterns or relationship and interaction among persons or collectivities. These patterns are regular and persistant and in that sense, lawlike, but they are not governed by formal rules. They lay outside the formal boundaries of formal conduct, formal regulation and formal organization. (p. 1)

Reflecting on the definitions given for informal organizations, one can perceive many similarities across the various perspectives between informal organizations and networks. Both describe natural personal alliances of a voluntary nature which allow for personal exchanges of ideas, information, skills, and services in a nonstructured, non-hierarchical, and sometimes nonvisible manner. Networks appear to be modern, informal organizations.

Networks and Women

The literature reviewed has presented networks as entities capable of social change. First, they were viewed and analyzed in the work place and then adapted by other segments of the community as "tools" for social change. The women's community is no exception. In fact, the women's community appears to be using networks as a means of

integrating into the predominantly male work place. The literature indicates that women view networks as a means of developing support systems not traditionally open to women because of their sex and economic status in the male-fashioned social system of the work place.

Welch (1980) describes networking as the "great new way for women to get ahead." The book, Networking, the Great New Way to Get Ahead, is a self-help book geared to giving women tips on how to use networking to advance themselves. The book begins with what networking is, gives case studies of networking, network success sotires, discusses who is networking and how to organize a network. The self-help manual by Welch is to the critical reader yet another step in the evolving use of informal groups or networks. It appears that the impetus for networking and network development is shifting from the satisfaction gained in personal networks at work or within another group to the conscious building of private and personal social systems.

Gloria Steinem (1982), in a recent Ms. article entitled, "How to Survive Burn Out, Reagan and Daily Life: Create Psychic Turf," stated that whatever the purpose of the various networks, whether they be for apolitical mutual support, for individual career advancement, or for political activism, all women's networks provide one common benefit--"psychic turf." Networks as "psychic turf" provide women with a place of their own to discover who they are or who they would like to become. Networks as psychic turf

provide women with a time out from their roles as mothers, wives, and workers, and help women to develop that part of self which has traditionally been assigned to the males of our culture. Networks have been most visible in the women's community but have also been a part of the educational community.

Networks and Education

In 1977, the National Institute of Education of the United States Department of Health, Education and Welfare held a conference on networking and education. The conference held in Washington, D.C., contributed a series of papers on networks, and networks and education. The following papers were presented at the conference.

Schon (1977) defined informal social networks as patterns of relationship and interaction among persons or collectivities. In his paper he outlined a typology of informal networks conceived from the point of view of their importance to certain goals of social policy. He described strategies for the creation and enhancement of networks and examined the paradoxes and dilemmas associated with networks. For example, how can one formalize the informal which happens when networks are purposely developed, without removing the unorganized and natural groupings associated with networks? These and other paradoxes were discussed. He then went on to describe ways of avoiding the paradoxes and the dilemmas. Miles (1977) focused on the theoretical and

practical problems inherent in trying to build, create, develop, enhance or strengthen networks among persons, groups or organizations that would be useful in educational change efforts. He stated four areas--those of educational poverty, inequity, anomie and unshared craft--as reasons for developing or using educational networks. Each network would serve a certain function (i.e. modernization), carry certain types of information, knowledge or objects, and bring about an anticipated change (i.e. diffusion of new technology). He developed a table to organize and provide a taxonomy of networking functions. Finally, in the last section of the paper, he discussed some problems and issues of networking and education. Lortie (1977) provided a paper which dealt with the question: What potentialities lie in the use of "informal networks" for the improvement of problem solving in American public schools? Lortie discusses the problem, the issues and the people who could influence the effectiveness of networks as problem solvers in the field of education.

The literature available on networks vis-a-vis education is not unlike the literature available on networks and their relationship to other parts of the community. Literature exists on what is networking, how to network, or where the networking process can be utilized; but to date, no literature is available which specifically relates to research done on the problem of network effectiveness. In other words, there is no literature to date which

supports that networks have been effective in reaching their goals. However, literature is available on the possible barriers which could develop to keep networks from being effective.

Barriers to Network Development

According to Dalin (1979), we cannot assume that network utilization is necessarily better for everyone. With this in mind, Dalin further describes the barriers to network utilization.

1. Value barriers. These are barriers which exist because individuals and groups have different ideologies and values. Often value barriers can be traced back to the basic characteristics of the innovation itself. Other times the process of change creates ideological problems in particular among those who do not "own" either the understanding of the problem or the process of change. Finally, because the value implications are seldom made clear uncertainties about the consequences of given reforms create "resistance" that I prefer to understand as a healthy defence mechanism.
2. Power barriers. These are barriers caused by power redistribution in the system often the result of significant innovations. Such barriers are easily observed in the development of comprehensive schools in Europe. Various sectors of education have established power groups that will be modified through integration of sectors. The same is often true in comprehensive curriculum reforms. Husén in one of his studies of education reforms in Sweden says: "The elitist secondary school was an institution where the teachers were instrumental in designing the fate of the students. They were in their last run the gatekeepers of the establishment." The creation of comprehensive schools was therefore a question of power redistribution in society.

> 3. Psychological barriers. Sometimes individuals resist change in spite of the fact that the innovation does not severely contradict their values or upset their power. There may not even be major practical problems connected with the innovation. I am aware that this definition of "psychological barriers" is rather narrow. Often, resistance is related to what I have called value barriers and sometimes power barriers. The distinction is made because in the introduction of educational innovation all these types of barriers will exist in combination and one cannot deal with all of them as unwanted and/or unhealthy. (p. 13)

Dalin goes on to say that because of the barriers which can develop, networks can become either a facilitating force or a conservative force depending on the educational organization involved. Increased communication can, as previously stated, hinder as well as help network development and the role of an educational administrator would be to use networks when appropriate in order to achieve as much organizational effectiveness as possible. Use of the information communication channels is critical for effective administration.

Networks and the Future

In conclusion, it appears appropriate to present materials which discuss how networks may affect our future. Ferguson (1980) views networks as the social innovators of the 1980's:

> . . . amplified by electronic communications, freed from the old restraints of family and culture, the network is the antidote to alienation. It generates power enough to remake society. It offers the individual emotional, intellectual, spiritual and economic support.

> It is an invisible home, a powerful means of altering the course of institutions, especially government.
>
> Anyone who discovers the rapid proliferation of networks and understands their strengths can see the impetus for world-wide transformation. The network is the institution of our time: an open system, a dissipative structure, so richly coherent that it is in constant flux, poised for reordering, capable of endless transformation.
>
> This organic mode of social organization is more biologically adaptive, more efficient and more "conscious" than the hierarchical structures of modern civilization. The network is plastic, flexible. In effect, each member is the center of the network.
>
> Networks are cooperative, not competitive. They are true grassroots: self-generating, self-organizing, sometimes even self-destructing. They represent a process of journey, not a frozen structure. (Ferguson, 1980, p. 213)

Ferguson's concept of networking may be grand and overly positive, but it does represent a notion of how networking could be applied to the modern social structure as an alternative form of organizing man's undertakings. The outcome of her statements remain to be seen.

Summary

There are many aspects of the literature which served as pertinent background information for the study. Early in the review, informal organizations were presented as "a method of living in a social relationship" which exists in relation to and within the formal organizations within a society. The literature indicated that informal organizations may function within or external to the place

of work, professional groups, lay members of the community, communities, and in national and international regions of the world.

Networks were described as the modern term used to describe informal organizations. Networks, like informal organizations, function throughout the social fabric, and for the purpose of this study, specifically within the women's community in a direct and practical manner and within the educational community in an indirect and theoretical manner.

The review indicated that network development could be utilized as a "tool for social change" in areas like education. Women view networks as a tool for integrating themselves into the traditionally male-oriented work place of our society. With change can come resistance to change and, therefore, network builders, according to the literature, must be aware of the possible barriers to future network development.

The literature review ended with futurist views on how networks may impact on our society's future development. Networks were perceived as a new form of social organization which could replace the present organizational structures of our society.

In summary, the literature review focused on networks, what networking is, how to develop and use networks, and where networks have emerged. The review of the available literature revealed no literature available on the

success of networks in reaching their intended goals. It became apparent that a study which attempted to address the issue of the achievement of intended network goals through an analysis of membership perceptions of the network's policies, purposes, and services was needed.

CHAPTER III

INSTRUMENTATION AND METHODOLOGY

Instrumentation

It was mentioned in an earlier chapter that to date no instruments have apparently been developed which would be appropriate or applicable to this study. Therefore, an instrument was developed as a part of the study. This instrument, or questionnaire, was designed to collect data which would describe the demographic characteristics among network members and their perceptions, both perceived and desired, of network policies, purposes and services (see Appendix B).

The first section of the questionnaire consists of items which collect data on the demographic variations among network members. Special care was taken in structuring the demographic questions to collect data in a manner which would suit the network's all-female membership. For example, in one item, homemaking is listed as a full-time occupation and questions on level of educational attainment and present occupation were both included because a woman's present occupation may not necessarily indicate her level of educational attainment. Other demographic items included questions on age, occupation, income, and length of residence in Alberta. These items were included in an attempt to

ascertain which segments of the women's community belong to the Edmonton Women's Network.

The items developed for the second section of the questionnaire deal with members' perceptions of network purposes. Items are included which help to describe membership awareness of network purposes, if the members agree with the network's purposes, what they feel the network's purposes ought to be, and how the respondents had personally benefitted from the network's purposes. The same model was followed in section three, which deals with network policies, and in section four, which deals with network services.

The final item on the network questionnaire provides an open-ended opportunity for the questionnaire participants to comment on any aspect of the questionnaire or the network.

The letter of introduction sent with the questionnaire emphasizes that the research being undertaken is of benefit to the members of the network, and emphasizes that the responses received would be treated in strict confidence (see Appendix A).

Methodology

The Pilot Study

Relying on the written records stored in the network's files and the questions raised by the research problem under study, a draft questionnaire was developed. Twelve people of various backgrounds--network members,

graduate students and university consultants--were asked to fill out the questionnaire and critique it in order to improve it wherever possible.

Of the twelve questionnaires distributed, ten were returned. The information was collected and the second draft of the questionnaire was prepared using the feedback received from the initial questionnaire.

Questionnaire Items and Their Correspondence to the Research Problem

The questionnaire items were categorized as shown in Table 1.

The Sample

The sample consisted of 25 percent of the network's membership, selected at random from the 1981-82 network directory.

Collection of the Data

Eighty-six questionnaires were mailed to the selected network members. The questionnaire was mailed on August 13, 1982, and the deadline for receipt of the replies was September 30, 1982. The questionnaires were mailed with a cover letter and a self-addressed, pre-stamped envelope. A letter of reminder was sent to all respondents who had not returned their survey on or by September 13, 1982 (see Appendix C). Fifty percent of the surveys mailed were returned.

Table 1

Questionnaire Correspondence

Subproblem	Generic Variable	Items
#1	Demograhic Variations	1-12
#2	Network Purposes	13-28
#3	Network Policies	29-40
#4	Network Services	41-58

Treatment of the Data

When the Network questionnaires were returned, they were analyzed in the following manner. For all items descriptive data were compiled: frequency distributions (both raw and percentage), means, and standard deviations. For example, item two in the questionnaire was a question for which the percentage distribution of responses was required. The item asked the respondent's age in years. The findings are recorded in Table 3, which presents the number and percent of respondents in given age categories and states the number of respondents who answered them. This treatment was used for all items where the percent of distribution was the desired result. In some items the mean and the standard deviation were included as further information. The findings for items 47 and 48 were combined in Table 26 which illustrates how means and standard deviations were utilized.

Correlated t-tests were also employed, but only in connection with items that related to members' satisfaction with the benefits and services provided by the Edmonton Women's Network. The objective here was to determine if there was a significant difference between the level of service received (actual) and the level of service desired (ideal). Table 26 also illustrates the use of the correlated t-tests.

CHAPTER IV

FINDINGS

Introduction

As indicated in Chapter I, the purpose of the study was:

1. To describe the demographic characteristics of the women who belonged to the Edmonton Women's Network;
2. To describe the present members' perceptions of Network purposes;
3. To describe the present members' perceptions of Network policies; and
4. To describe the present members' perceptions of Network services.

In order to achieve this purpose, data were collected by means of a questionnaire developed for the study and completed by 12.5 percent of the Edmonton Women's Network. It should be noted that the 12.5 percent of the membership who responded were exactly 50 percent of those surveyed. Since this is too small a return to represent the entire network membership, all the results presented must be viewed as a reflection of those who chose to reply, not as a reflection of the entire Network membership. As well, there is no way

of checking the representation of the sample since to date no other data of any kind are available on the network.

Each section of this chapter begins with the statement of a study objective. Following this, pertinent findings are reported in either table or discussion form.

The findings from each objective are summarized before the findings from the next objective are presented. An overall summary at the end of the chapter further condenses the findings from each objective and helps to prepare the reader for the interpretations and recommendations provided in Chapter V. The systematic presentation of the questionnaire items is important to the presentation of value-free data, but makes Chapter IV somewhat laborious for the reader. Therefore, the objective overviews and the chapter summary are included to provide the reader with a succinct review of the pertinent findings presented in Chapter IV.

In reporting the findings in Chapter IV, care was taken not to place any value judgements on the findings. This approach is a standard research approach but is of great significance to this particular study due to the direct involvement of the researcher in the development of the Network. Therefore, every attempt was made to report the findings as they were, not as the researcher would have liked them to be. The valuing of the data was left for the interpretations and recommendation sections of Chapter V.

Demographic Variations in the Edmonton Women's Network

Item One. What is your marital status?

Discussion. The majority of the Network respondents were married; 44.2 percent chose the married category. However, 27.9 percent chose the single category. A higher percent of the Network's membership are single than would be the case in the general population (see Table 2).

Item Two. In which of the following categories is your age in years?

Discussion. Of the respondents, 65.1 percent were between 30 and 39 years old. Only 2.3 percent of the members were between 20 and 29 years. When the network began, it saw its target market as the "mainstream woman" or a woman entering into the first phase of a worklife that required a variety of support systems. The network was to provide one of the support systems. The advertising, the programming and the membership fees were geared accordingly. The high percentage of 30 to 39 year old respondents was a reflection of the segment of the women's community that the network founders saw as their target market. The 2.3 percent between the ages of 20 and 29 is a reflection of the preceding network strategy but may also have been influenced by the fact that when approached as possible members, many women in the 20 to 29 year-old category expressed that they felt the network was of no use to their present need level or

Table 2

Marital Status

Marital Status	n[a]	%
Single	12	27.9
Married	19	44.2
Separated	2	4.7
Divorced	8	18.6
Other	2	4.7

[a]Forty-three out of 43 responded.

Table 3

Age in Years

Age	n[a]	%
20-29	1	2.3
30-39	28	65.1
40-49	10	23.1
50-59	3	7.0
60-69	1	2.3

[a]Forty-three out of 43 responded.

lifestyle. Many women in this group who might be attracted in their 30 to 39 year stage are still busy attending university, acquiring work skills, or focusing on their social, not their business activities (see Table 3).

Item Three. Please indicate how long you have lived in Alberta.

Discussion. Of the networkers surveyed, 53.5 percent had lived in Alberta for over 25 years, while only 4.7 percent had lived in Alberta for under five years. Considering the supposed influx of people from other parts of Canada into Alberta in the last five to ten years, one could have speculated that a percentage of the women new to Alberta would join the network. The network should have been able to provide the recent Albertans with an additional contact base for the establishment of the appropriate support systems in a new community. However, this network utilization was not indicated in the responses received for Item Three (see Table 4).

Item Four. If born in Canada, please indicate in which province or territory you were born.

Discussion. Of the respondents surveyed, 52.5 percent were born in Alberta. It is interesting to note that none of the respondents born in Canada were born east of Ontario (see Table 5).

Item Five. If born outside of Canada, please specify where (by country please).

Table 4

Years Lived in Alberta

Years	n[a]	%
Under 5	2	4.7
5-9	7	16.3
10-14	7	7.0
15-19	3	7.0
20-25	5	11.6
Over 25	7	16.3
A Lifetime	16	37.2

[a]Forty-three out of 43 responded.

Table 5

Canadian Birthplace

Province	n[a]	%
British Columbia	3	7.5
Alberta	21	52.5
Saskatchewan	6	15.0
Manitoba	3	7.5
Ontario	3	7.5
Quebec	0	0.0
Maritimes	0	0.0
Atlantic Provinces	0	0.0
N.W. Territories	0	0.0
Outside Canada	4	10.0

[a]Forty out of 43 responded.

Discussion. Ten percent of the Network respondents were born outside Canada. The countries listed as places of birth were the United States, England and West Germany.

Item Six. Please indicate your highest level of educational attainment (expressed as years of education).

Discussion. Of the respondents surveyed, 30.2 percent had 16 years of education, and 23.3 percent had 17 years of education; 18.6 percent responded to the other category which represented more than 17 years of education. Therefore, 72.1 percent of the networkers surveyed had 16 or more years of training (see Table 6).

Item Seven. Please indicate any educational certificates that you have obtained beyond a high school diploma.

Discussion. There was no one educational certificate which the majority of the membership had obtained. In fact, most certificates were mentioned only once with the exception of the Bachelor's degree in Education, which appeared ten times, and the Bachelor of Arts degree, which appeared six times. The one common characteristic of all the certificates listed was their quasi-professional nature.

Item Eight. Please specify your present occupation. If homemaking is your only occupation, please list it as your present occupation.

Discussion. There was no single occupation which the majority of the membership belonged to. In fact, most occupations were only listed once. Teaching and homemaking were occupations which appeared more than once. The one common characteristic of the occupations listed was their quasi-professional nature.

Table 6

Years of Education

Years	n[a]	%
10-12	3	7.0
12 + 1	6	14.0
12 + 2	1	2.3
12 + 3	2	4.7
12 + 4	13	30.2
12 + 5	10	23.3
Other[b]	8	18.6

[a]Forty-three out of 43 responded.

[b]Other means more than 17 years of education.

Item Nine. Please indicate in which of the following categories your 1982 income would be.

Discussion. Of those surveyed, 73.8 percent had an income between $20,000 and $39,999 in 1982. This figure is consistent with and reinforces the findings in Tables 3 and 6. The income of the majority of the network members is appropriate for their years of training and their present occupations. The 2.4 percent receiving over $80,000 in 1982 corresponded to the professional women who listed their occupations to be business, accounting or law. They had also stated their years of education to be more than 17 years (see Table 7).

Item 10. Prices of Network functions are partly determined by program expenses. Please indicate which of the following price ranges you would be willing to pay for the various Network functions throughout the year.

Discussion. It is significant to note that only 2.7 percent of those surveyed were willing to pay over $24.00 to attend Network functions (see Table 8).

Item 11. Listed below are suggested amounts for Network dues. Please indicate the maximum amount you would be willing to pay for a network membership (choose only one).

Discussion. Of those surveyed, 52.4 percent stated that the maximum amount they would pay in Network fees was $50.00. Only 2.4 percent were willing to pay a fee of $80.00 or over. The respondents were not asked if they

Table 7

1982 Income

Income	n[a]	%
Up to $999	3	7.0
10,000 - 19,999	1	2.3
20,000 - 29,999	15	34.9
30,000 - 39,000	16	37.2
40,000 - 49,999	6	14.0
Over 80,000	1	2.3
Left Blank	1	2.3

[a]Forty-two out of 43 responded.

Table 8

Network Functions

Fee	n[a]	%
$5-9	4	9.3
10-14	8	18.6
15-19	17	39.5
20-24	7	16.3
25-30	1	2.3
Left Blank	6	14.0

[a]Thirty-seven out of 43 responded.

paid fees for memberships in other organizations. The total sum of their yearly fees might have an affect on how much they were willing to pay for Network fees or it may be an indication of what the network was worth to them. Of those surveyed, 2.4 percent responded that their income for 1982 was $80,000 or more, and 2.4 percent responded a willingness to pay $80.00 or more in fees. Perhaps the incomes of the networkers determine how much they can pay in fees (see Table 9).

Item 12. Please indicate who paid for your Network membership.

Discussion. Of the networkers surveyed, 93.0 percent paid for their own membership (see Table 10).

Overview

The data collected on the demographic characteristics of the Edmonton Women's Network indicated a great deal of homogeneity in the membership. Of the networkers, 44.2 percent were married, and 65.3 percent were between the ages of 30 and 39 years; 52.5 percent were born in Alberta, and 53.5 percent had lived in Alberta for over 25 years; 53.5 percent had a minimum of 16 years of educational attainment, and most were employed in occupations of a quasi-professional description. Of the respondents, 73.8 percent had a 1982 income between $20,000 and $39,999; 45.9 percent of the membership surveyed were willing to pay a membership fee of $15.00 to $19.00 per year, while

Table 9

Maximum Network Fees

Fee	n[a]	%
$45.00	14	32.6
50.00	22	51.2
55.00	2	4.7
60.00	3	7.0
80.00	1	2.3
Left Blank	1	2.3

[a]Forty-two out of 43 responded.

Table 10

Membership Payer

Payer	n[a]	%
Self	40	93.0
Employer	2	4.7
Other	1	2.3

[a]Forty three out of 43 responded.

93 percent responded that $50.00 per year was the maximum they would pay for a network membership.

Although network members were not asked if they paid yearly fees for other organizations as well as the Network, the total sum of their yearly fees could determine how much they can afford for a network membership. The 50 dollar limit could also indicate that their yearly income allowed for organizational fees or it may have been an indication of what the Network is worth from a dollars perspective to the networkers surveyed. Of those surveyed, 2.4 percent reported that their income was $80,000 or more and 2.4 percent responded a willingness to pay $80.00 or more for their membership. Perhaps income determines how much the networkers are willing to pay.

Contrary to what might have been expected, only 4.7 percent of the respondents had resided in Alberta for less than five years. This finding did not support the notion of the network as a support system for a group of new Albertans looking for a connecting mechanism in a new environment. Instead, the findings indicated an organization composed of long-time Albertans looking for an additional or an alternative connecting mechanism in their lives.

The literature distributed by the Edmonton Women's Network described the organization as "a vertical network composed of all women of all ages, incomes, and occupations." However, the findings indicated a great deal of

similarity in the women's ages, incomes, years of training, and time spent in Alberta. This greater homogeneity among the membership indicated a horizontal network composed of women of similar ages, incomes, years of training, and time spent in Alberta. The Edmonton Women's Network is an horizontal network, not a vertical network.

The women were different in the occupations chosen, for example, teaching, nursing, psychologist, or homemaker. However, the occupations were similar in their classification, namely, almost all occupations listed were of a quasi-professional nature or occupations requiring approximately 16 years of formal training.

Therefore, the Edmonton Women's Network is an horizontal network exhibiting few, if any, demographic variations among its membership.

Differences Between the Founding and Present Members' Perceptions of Network Purposes

Item 13. Were you aware of the preceding network purposes when you joined?

Item 14. Were the network's purposes brought to your attention during your network membership?

Discussion. Of those surveyed, 44.2 percent felt that they were completely aware of the network's purpose when they joined. Of the membership, 30.2 percent were made completely aware of the network's purposes during their

membership. The mean for awareness at joining was 2.070 indicating a high degree of awareness. The mean for members' awareness was 2.419 which was somewhat lower than the awareness level at joining, but still above 50 percent in awareness of network purposes (see Table 11).

Item 15. Do you agree with the stated network purposes?

Discussion. Of the membership surveyed, 62.8 percent were in complete agreement with the network's purposes as outlined by the founding members. This was further substantiated by a mean response of 1.581 (see Table 12).

Item 16. If you disagree (4 or 5), please state what you feel the primary purpose of the network should be.

Discussion. Forty of the 43 women surveyed did not respond to item #16. Those who responded did not reject the network's stated purposes, but commented:

> Not everyone considered networking to be important regardless of its purposes.
>
> That role models of an appropriate calibre would be difficult for them to find in the network.
>
> That business contacts weren't necessary for them.

In commenting about the network's purposes, rather than disagreeing with the purposes, the respondents stated they did not see a need for the network's outcomes of contacts or role models.

Item 17. Were you aware of the network's desire to foster mentor relationships among network members?

Discussion. Of those surveyed, 67.4 percent were

Table 11

Awareness of Network Purposes

Degree of Awareness	Joiner's Awareness n[a]	Joiner's Awareness %	Members' Awareness n[a]	Members' Awareness %
Completely Aware (1)	19	44.2	13	30.2
2	12	27.9	10	23.2
3	6	14.0	11	25.6
4	2	4.7	7	16.3
Completely Unaware (5)	4	9.3	2	4.7

Note: Joining Mean = 2.070; Membership Mean = 2.419. Lowest mean most significant; highest mean least significant.

[a]Forty-three out of 43 responded.

Table 12

Purpose Agreement

Degree Agreement	n[a]	%
Completely Agree (1)	27	62.8
2	10	23.3
3	4	9.3
4	4	2.3
Completely Disagree (5)	1	2.3

Note: Mean = 1.581; Lowest mean most significant; highest mean least significant.

[a]Forty-three out of 43 responded.

not aware of the network's desire to foster mentor relationships.

Item 18. Have you found a mentor through the network?

Discussion. Of those surveyed, 95.3 percent had not found a mentor through the network.

Item 19. Have you served as a mentor through the network?

Discussion. Of those surveyed, 83.7 percent had not served as a mentor.

Item 20. Do you feel that mentoring should be a part of the network's purposes?

Discussion. Of those surveyed, 94.9 percent felt that mentoring should be a part of the network's purposes.

Item 21. If no, please specify why.

Discussion. Two network members (2.3%) of those surveyed felt mentoring should not be one of the network's purposes.

The two women felt this way because they viewed mentoring as a very personal undertaking, not something to be initiated at an organized event. They also felt it was a relationship which would probably develop between women in similar businesses rather than between strangers in other fields of work. One respondent had doubts about the significance of "following in the footsteps of another."

Item 22. Please indicate which of the following outcomes you feel the network should provide.

Discussion. The network respondents felt that all of the outcomes listed should be provided by the network. However, information was considered to be the most important outcome and visibility the least important outcome (see Table 13).

Item 23. Please rank the following outcomes according to their importance as network outcomes.

Discussion. Item 23 reinforced the findings in Item 22. In both items 22 and 23, the information outcome was considered most important and the visibility outcome was considered the least important. The rank order of the outcomes listed was the same in both items.

Item 24. Please indicate the degree to which the preceding outcomes have been of benefit to you.

Discussion. Information was the outcome the membership benefitted from the most. This was indicated by a mean response of 2.929, while the network outcomes considered to be of least benefit to the membership were visibility and feedback. The mean response for the last two were 4.150 (see Table 14).

Item 25. Why did you join the network?

Discussion. Forty out of 43 of the women surveyed responded to item 25. In doing so, many reiterated the purposes listed in items 23 and 24. However, other responses were given as well. Some joined to be a part of what they

Table 13

Network Outcomes

Outcome	Desired Outcome
Information	1.023
Referrals	1.025
Feedback	1.108
Visibility	1.139
Psychological Support	1.051

Note: Mean values indicated.
Smallest mean most significant;
highest mean least significant.

Table 14

Degree of Network Outcomes

Degree	Information %	Referral %	Feedback %	Visibility %	Psychological Support %
Of Great Benefit (1)	4.8	5.0	10.0	2.6	12.2
2	37.7	7.5	12.5	7.7	9.8
3	28.6	20.0	30.0	28.2	26.8
4	23.8	12.5	47.5	28.2	29.3
Of No Benefit(5)	7.1	55.0	Missing	33.3	22.0
Mean[a]	2.929	4.050	4.150	4.150	3.390

[a]Lowest mean most significant; highest mean least significant.

considered an important, current social change of importance to women, while others supported the network's stated purposes and felt it was good for women. Others joined for exposure to successful women in different careers. Interest in women's groups, curiosity, friendship, and a source of motivation were also listed as reasons for joining.

Item 26. Did the network meet the needs that you expected it to meet?

Discussion. None of those surveyed felt that the network had completely met their needs. The mean response was 3.150. Taking into consideration that a mean response of 1 was most significant and a mean response of 5 was least significant, a mean response of 3.150 indicated that the membership had received less than 50 percent needs satisfaction from the network (see Table 15).

Item 27. Please indicate what other benefits, other than those listed in question 22, that the network should provide its membership with.

Discussion. Sixteen out of 43 respondents answered item 27. Those who responded indicated that they would like the network to provide more categories in the network directory, motivational seminars, smaller group functions for more intimate communication, better guest speakers, and mixers or evenings devoted entirely to socializing with other members.

Table 15

Meeting Membership Needs

Needs	n[a]	%
Completely (1)	0	0.0
2	13	32.5
3	11	27.5
4	13	32.5
Not at all (5)	3	7.5

Note: Mean = 3.150.

[a]Forty out of 43 responded.

Item 28. Should the network support the development of sub-networks?

Discussion. Of those surveyed, 93.0 percent stated that the network should support the development of sub-networks. However, other than voicing their general support for sub-network development, the membership did not suggest specific types of sub-networks to develop, or the specific purposes to be met by the sub-networks.

Overview

The data collected on membership perceptions of network purposes indicated the following: 44.2 percent of the networkers surveyed were completely aware of the network's purposes when they joined, while another 30.2 percent were made completely aware during their membership. Of those surveyed, 62.8 percent were in complete agreement with the network's founding purposes; 67.4 percent of the respondents were not aware of the network's desire to foster mentor relationships, but when introduced to the purpose through the questionnaire, 94.9 percent stated that mentoring should be a part of the network's purpose.

When asked to rank the network's outcomes according to what the network should provide, which of the outcomes were of most benefit, and which of the outcomes were of greatest personal value, the responses for each of the questions were similar. Information was the network outcome considered to be the most important and most beneficial

outcome, while feedback and visibility were considered the least important and the least beneficial network outcomes.

The majority of women who joined the network did so to receive the outcomes as defined by the network's first executive and as listed in the network questionnaire. Although the majority of those surveyed felt that the network outcomes being provided were appropriate, when asked if the network had completely met their needs in regard to network outcomes, the mean response on a scale of 1 to 5 with one being most important and five being least important was 3.150. In other words, the network had met less than 50 percent of its membership's needs.

Variations Between the Founding and the Present Membership's Perceptions of Network Policies

Item 29. Were you aware of the apolitical nature of the network when you joined?

Discussion. Of the network, 46.5 percent were completely aware of the apolitical nature of the network when they joined. The mean response was 2.047, or showed more than 50 percent awareness of the network's apolitical nature (see Table 16).

Item 30. If not, was the apolitical nature of the network brought to your attention during your network membership?

Table 16

Apolitical Nature

Awareness	n[a]	%
Completely Aware(1)	20	46.5
2	12	27.9
3	4	9.3
4	3	7.0
Completely Unaware(5)	4	9.3

Note: Mean - 2.047.

[a]Forty-three out of 43 responded.

Discussion. Twenty-four out of 43 of those surveyed responded to item 30. The low response rated was probably a result of the "if not" clause in item 30. Of those who responded, 16.7 percent said the apolitical nature of the network was brought to their complete attention during their network membership, while 25 percent of those who responded to item 30 said that the apolitical nature was "not at all" brought to their attention during their membership. The mean response of 3.042 indicated less than 50 percent of the respondents were made aware of the network's apolitical nature during their memberships (see Table 17).

Item 31. Do you agree with the apolitical nature of the network?

Discussion. Of the networkers, 85.7 percent surveyed completely agreed with the apolitical nature of the network. The mean response of 1.167 indicated a high degree of agreement with the apolitical policy of the network (see Table 18).

Item 32. Please indicate why you agree or disagree with the network's apolitical policy.

Discussion. Thirty-three of the 43 survey participants responded to item 32. Those who agreed with the network's apolitical policy gave the following kinds of reasons for their viewpoint.

> I feel the support of a political policy would be a contradiction of network goals.

Table 17

Awareness of Apolitical Nature During Membership

Agreement	n[a]	%
Completely(1)	4	16.7
2	7	29.2
3	3	12.5
4	4	16.7
Not at All(5)	6	25.0

Note: Mean = 3.042.

[a]Twenty-four out of 43 responded.

Table 18

Apolitical Agreement

Agreement	n[a]	%
Completely Agree(1)	36	85.7
2	5	11.9
3	1	2.4
4	0	0.0
Completely Disagree(5)	0	0.0

Note: Mean = 1.167; 1 most significant;
5 least significant.

[a]Forty-two out of 43 responded.

> Political philosophies are not significant instead the advancement of all women is.
>
> The goals we are trying to reach cross political boundaries.
>
> If the organization is dedicated to informing it should be absolutely free to do so.
>
> In order to support a membership with varying interests, attitudes, and beliefs, the network must remain apolitical.

Few disagreed with the apolitical nature of the network, but those who did gave reasons such as the following for their viewpoints.

> I agree with the basic concept but it's tough to be a black and white person in a grey world. The workability will become more difficult as the group expands.
>
> Personal issues will not bias the network's sharing and involvement.

Item 33. The network supports the belief that the good of all women is significantly advanced by the individual women who succeed in the work world. Were you aware of this attitude when you joined the network?

Discussion. Of the membership, 66.7 percent were aware of the network attitude that the good of all women is significantly advanced by the individual women who succeed in the work world. The mean response was 2.310 (see Table 19).

Item 34. If not, was this network attitude brought to your attention during your network membership?

Discussion. Of those surveyed, 66.6 percent were made aware of the network's attitude toward women and success during their membership. The mean response of

Table 19

Women Helping Women

Awareness	n[a]	%
Completely Aware(1)	15	35.7
2	13	31.0
3	4	9.5
4	6	14.3
Completely Unaware(5)	4	9.5

Note: Mean = 2.310.

[a]Forty-two out of 43 responded.

2.741 indicated more than 50 percent of the membership were made aware of this policy during their membership (see Table 20).

Item 35. Do you agree with this network attitude?

Discussion. Of those who responded, 76.2 percent completely agreed with the network attitude toward the good of all women being advanced by those who succeed in the work world (see Table 21).

Item 36. Please indicate why you agree or disagree with this network attitude.

Discussion. Thirty-two out of 43 respondents answered item 36. Those who were in agreement with the "good-of-all-women attitude" were in agreement for the following reasons.

> Essentially women are pioneers in the work world. What one does paves the way and opens doors for those who follow. Women not only have to be good at what they do but often better than their male counterparts.
>
> Each woman who succeeds helps to destroy the stereotype that women are emotionally incapable of handling responsibility.
>
> When women succeed on the basis of their skills and training, male observers are likely to believe that other women will be able to succeed and be willing to give them a chance.
>
> There's no reason for each woman to "reinvent the wheel" so to speak. There's much to be learned from each other that can help us to reach our goals more quickly.
>
> No one can do it alone, we need role models and ice breakers.
>
> Agree personal experiences.

Table 20

Membership Awareness

Awareness	n[a]	Response
Completely(1)	7	25.9
2	5	18.5
3	6	22.2
4	6	22.2
Not at All(5)	3	11.1
	16	

Note: Mean = 2.741.

[a]Twenty-seven out of 43 responded.

Table 21

Attitude Agreement

Agreement	n[a]	%
Completely Agree(1)	32	76.2
2	6	14.3
3	1	2.4
4	2	4.8
Completely Disagree(5)	1	2.4
	1	

Note: Mean = 1.429.

[a]Forty-two out of 43 responded.

Table 22

Volunteer Policy

Awareness	n[a]	%
Completely Aware(1)	15	34.9
2	15	34.9
3	3	7.0
4	4	9.3
Completely Unaware(5)	6	14.0

Note: Mean = 2.326.

[a]Forty-three out of 43 responded.

> The organization was developed and is composed of individuals. If the women who worked to organize this network had not succeeded as individuals, we would be the worse for it.

Those that disagreed contributed the following types of responses.

> Women themselves create many of the hurdles, and while I believe in the above concept, I know that the majority of my "business hurts" come from women who were uncomfortable with themselves and subsequently with me.
>
> It helps a few women but only in a small area.
>
> I agree providing that the successful women in turn use their knowledge to help their sisters' advance. This is not always the case.
>
> It may be very important but should not be stressed as the only way to advance. Not all the successful women in the work world have been that great.

Item 37. One of the basic policies of our network is that the network is not to be a volunteer organization. Women are to participate in network activities for mutual benefit, not solely for the benefit of others. Were you aware of this policy when you joined the network?

Discussion. Of the membership, 69.8 percent was aware of the network policy towards volunteer activities within the network. The mean response was 2.326, a further indication of a high degree of membership awareness in regards to the network's volunteer policy (see Table 22).

Item 38. If not, was this network policy brought to your attention during your network membership?

Discussion. Just under 50 percent of the networkers surveyed were aware of the non-volunteer policy of the

network. This was indicated by the mean response of 3.071 (see Table 23).

Item 39. Do you agree or disagree with this policy?

Discussion. Of those surveyed, 73.2 percent agreed with the non-volunteer policy held by the network. The mean response was 1.317 (see Table 24).

Item 40. Please indicate why you agree/disagree with this network policy.

Discussion. Twenty-seven out of 43 of those surveyed responded to item 40. Those who agreed with the non-volunteer policy of the network did so for the following kinds of reasons.

> This is a group for me which gives to me. I have other areas in my life in which I can give--this is my space for advancement.
>
> Women have many opportunities to volunteer to help others, fewer places where action is of mutual benefit.
>
> I agree because I like to hear of a group for the good of women, and a group which gets away from the idea of women as "care givers."
>
> I chose to devote time to other volunteer organizations.
>
> I like to get paid for my work in the labor market as I don't get paid at home.
>
> The network is for the benefit of ourselves not for the benefit of others.
>
> Volunteering would work against the central motive of network existence.
>
> Networking is "volunteer" in that it is not forced upon women.

Table 23

Membership Awareness of Non Volunteer Policy

Degree	n[a]	%
Completely(1)	8	28.6
2	3	10.7
3	4	14.3
4	5	17.9
Not at All(5)	8	28.6
	15	

Note: Mean = 3.071.

[a]Twenty-eight out of 43 responded.

Table 24

Policy Agreement

Agreement	n[a]	%
Completely Agree(1)	30	73.2
2	9	23.0
3	2	4.9
4	0	0.0
Completely Disagree(5)	0	0.0
	2	

Note: Mean = 1.317.

[a]Forty-one out of 43 responded.

There were no responses which disagreed with the network's non-volunteer policy.

Overview

Of the network membership, 46.5 percent was completely aware of the apolitical nature of the network when they joined. Another 16.7 percent of the membership stated that the network's apolitical nature was brought to their attention during their membership, while 25 percent said that the policy was not brought to their attention during their membership. A total of 85.7 percent of the membership completely agreed with this belief.

Of the membership, 66.7 percent, at the time of joining, were aware of the network belief that the good of all women is significantly advanced by the individual women who succeed in the world world. Another 44 percent of those surveyed were made aware of the network's attitude toward women and success during their membership, while 76.2 percent of all survey participants completely agreed with this belief.

Of the membership, 69.8 percent were aware of the non-volunteer nature of the network when they joined. Another 28.6 percent of those surveyed were made aware of this policy during their membership; 73.2 percent of all those surveyed agreed with this network belief. In reviewing the findings related to objective three of the study, the findings appear to indicate that there is little, if

any, variation between the founding and the present membership's perceptions of network policies.

The Differences Between the Founding and the Present Networkers' Perceptions of Network Services

Item 41. Please indicate which of the following types of information the network newsletter should provide.

Discussion. One hundred percent of those surveyed felt that network function information should be included in the newsletter. Network policies and procedures information followed a close second in desirability with 97.5 percent of the respondents stating that it should be included in the newsletter. Membership advertising was the least desired information with 74.3 percent of the membership stating that it should be included (see Table 25).

NOTE: Items 42 and 43 have been combined into one table. Also, it should be noted that the scale used for items 42 and 43 considered the 1 response as the "of great benefit" response and the 5 response as the "of no benefit" response. Therefore, the results must be interpreted with the scales scoring system in mind.

Item 42. Please indicate the degree to which you have received the following benefits because of the network newsletter.

Item 43. Please indicate the degree to which the

Table 25

Newsletter Information

Information	Yes %	No %
Network Policies/Procedures	97.5	2.5
Network Operations	89.5	10.5
Network Functions	100.0	0.0
Networking Process	92.7	7.3
Network Members	92.3	7.7
Membership Advertising	74.3	25.7
National Network News	95.1	4.9

network newsletter should assist networkers in receiving the following benefits.

Discussion. The network members received some benefit from the network newsletter but not as much as they wished to receive. The t values received were all significant beyond the .01 level indicating a desire for greater benefits from the newsletter. The network members wished to receive greater benefits from the network newsletter. In other words, the networkers wanted more information or perhaps more newsletters throughout the membership year (see Table 26).

Item 44. Please indicate the degree to which the network newsletter has been of benefit to you.

Discussion. The mean response to item 44 was 3.150. This indicated a less than 50 percent benefit from the network newsletter. This corresponds to the findings from items 42 and 43 that there was a desire for greater or more benefit from the newsletter (see Table 27).

Item 45. Please indicate which of the following functions the network should provide.

Discussion. Those surveyed indicated that membership presentations were the most important function being provided by the network. Business meetings were considered the least important (see Table 28).

Item 46. Please indicate the degree to which the preceding network functions have been of benefit to you.

Discussion. The noted speaker presentations were

Table 26

Newsletter Benefits

Benefits	Actual Benefits Mean[a]	Actual Benefits S.D.	Desired Benefits Mean[a]	Desired Benefits S.D.	t-Value[b]
Personal Visibility	4.2308	1.180	3.1282	1.031	5.02
Business Contacts	4.0526	1.089	2.5526	1.132	6.56
Sharing Work Problems	4.0811	1.140	2.1081	0.966	8.67
Job Leads	4.5526	0.724	2.6579	0.994	9.53
Advice	3.7500	1.228	1.9444	0.754	8.75
Find a Mentor	4.6316	0.852	2.5000	0.952	10.12
Be a Mentor	4.5556	0.939	2.5556	0.998	8.75
Sell Products/Services	4.5556	0.891	3.6053	1.220	4.44
Seek Clients	4.5897	0.850	3.4359	1.294	4.65
Make Friends	3.8462	1.204	2.4103	1.251	6.36
Obtain Psychological Support	3.2250	1.349	1.8250	1.010	7.05

[a]Lowest mean most significant; highest mean least significant.

[b]All t-values are significant beyond the .01 level.

Table 27

Newsletter Benefit

Degree	n[a]	%
Great Benefit(1)	1	2.5
2	8	20.0
3	17	42.5
4	12	30.0
Of No Benefit(5)	2	5.0
No Response	3	

Note: Mean = 3.150.

[a]Forty out of 43 responded.

Table 28

Network Functions

Function	Yes	No
Noted Speakers	97.6	2.4
Membership Presentations	100.0	0.0
Network Workshops	97.4	2.6
Social Evenings	84.2	15.8
Business Meetings	89.7	10.3

considered to be of greatest benefit and the business meetings were considered to be of least benefit (see Table 29).

NOTE: Items 47 and 48 have been combined.

Item 47. Please indicate the degree to which you have received the following benefits from attending and participating in network functions.

Item 48. Please indicate the degree to which the network functions should assist networkers in receiving the following benefits.

Discussion. The network members received some benefit from attending the network functions, but not as much as they wished to receive. The t values recorded in Table 30 were all significant beyond the .01 level, indicating a desire for greater benefits from the functions. Therefore, the network members wished to receive greater benefits from network functions. This response was the same as the responses given in item 26 in regards to benefits received from the network newsletter (see Table 30).

Item 49. Please indicate the degree to which the network functions have been of benefit to you.

Discussion. Fifty percent of those surveyed found the functions to be of some benefit. The mean response was 2.952, which further substantiated the 50-percent response (see Table 31).

Item 50. Please indicate any other functions which the network could provide its membership with.

Discussion. Seven of the 43 surveyed responded to item 50. Some of the suggested functions included

Table 29

Function Benefit

Function	Degree of Benefit Mean[a]
Noted Speakers	2.231
Membership Presentations	2.943
Network Workshops	2.970
Social Evenings	3.029
Business Meetings	3.618

[a]Mean Scale where 1 is most significant and 5 is least significant.

Table 30

Function Benefits

Benefits	Actual Benefits Mean[a]	Actual Benefits S.D.	Desired Benefits Mean[a]	Desired Benefits S.D.	t-Value[b]
Personal Visibility	3.5833	1.228	2.0833	0.937	6.23
Business Contacts	3.6757	1.156	1.8919	0.809	9,57
Sharing Work Problems	3.5000	1.289	1.6579	0.745	8.44
Job Leads	4.5000	0.749	2.2941	1.060	12.39
Advice	3.6579	1.279	1.8421	0.754	8.81
Find a Mentor	4.5946	0.832	2.0811	1.038	12.57
Be a Mentor	4.4595	0.989	2.0811	0.983	10.18
Sell Products/Services	4.4167	1.079	3.2222	1.290	5.79
Seek Clients	4.4571	1.010	3.0286	1.382	6.55
Make Friends	3.2895	1.293	1.7632	0.913	6.87
Obtain Psychological Support	2.8158	1.353	1.5526	0.760	6.88

[a]Lowest mean is most significant; highest mean is least significant.

[b]All t-values as significant beyond the .01 level.

Table 31

Function Benefit

Degree	n[a]	%
Great Benefit(1)	3	7.1
2	8	19.0
3	21	50.0
4	8	19.0
Of No Benefit(5)	2	4.8
No Response	1	

Note: Mean = 2.952.

[a]Forty-two out of 43 responded.

subnetwork functions, investment counselling seminars, legal rights programs, art appreciation evenings, athletic activities, and retreat weekends. Each of the suggested functions was mentioned once.

Item 51. Were you listed in the 1982-83 directory?

Discussion. Of those surveyed, 91.4 percent stated that they had been included in the network directory. It should be noted that not all network members had collected their directories from the network office before answering the survey and therefore were unaware of their inclusion in the directory.

Item 52. Were you satisfied with the information provided in the directory?

Discussion. Of those surveyed, 48.3 percent were satisifed with the information provided in the directory. This high satisfaction rate was further indicated in the mean response rate of 1.724. Only 29 out of 43 of those surveyed responded to item 52. Once again, the low response rate may have been due to the members not picking up their directories before answering the questionnaire (see Table 32).

Item 53. If not satisfied, specify what type of information you would include in the network directory.

Discussion. Eleven of the 43 who responded to item 53 stated that they had not picked up or received their network directory. Six of the respondents included suggestions as to other types of information which could

Table 32

Directory Satisfaction

Satisfaction	n[a]	%
Satisfied(1)	14	48.3
2	10	34.5
3	4	13.8
4	1	3.4
Not Satisfied At All(5)	0	0.0
No Response	14	

[a]Twenty-nine out of 43 responded.

be included in the directory. The suggestions included more individualized information, educational certification information, and greater cross-referencing in the categories used in the directory.

NOTE: Items 54 and 55 have been combined.

Item 54. Please indicate the degree to which you have received the following benefits from being listed in the network directory.

Item 55. Please indicate the degree to which the network directory should assist networkers in reviewing the following benefits.

Discussion. Not unlike the responses received from items 42 and 43, discussing newsletter benefits, and items 47 and 48, discussing function benefits, the responses gathered from items 54 and 55 indicated that the networkers surveyed had received some benefit from the network directory but not as much as they wished to receive. The t values received were all significant beyond the .01 level indicating a desire for more or greater benefits from the directory. However, when considering the findings received from items 54 and 55, one must take into consideration the number of respondents who had not received their directories prior to answering the questionnaire (see Table 33).

Item 56. Please indicate the degree to which the network directory has been of benefit to you.

Discussion. The mean response of 3.559 indicated that the membership felt they had received little benefit

Table 33

Directory Benefits

Benefits	Actual Benefits Mean[a]	S.D.	Desired Benefits Mean[a]	S.D.	t-value[b]
Personal Visibility	3.9259	1.174	2.1111	1.121	7.60
Business Contacts	4.5357	0.793	1.7500	0.799	13.39
Sharing Work Problems	4.5556	0.847	2.2963	1.137	7.78
Job Leads	4.6786	0.612	2.3214	1.156	10.19
Advice	4.4074	1.118	2.556	1.476	6.59
Find a Mentor	4.8519	0.362	2.3704	1.043	11.49
Be a Mentor	4.7409	0.594	2.5926	1.217	7.51
Sell Products/Services	4.7778	0.424	2.7037	1.540	7.10
Seek Clients	4.7143	0.535	2.5714	1.501	7.28
Make Friends	4.3929	0.875	2.3214	1.188	7.62
Obtain Psychological Support	4.0714	1.303	2.3571	1.254	6.55

[a]Lowest mean is most significant; highest mean is least significant.

[b]All t-values are significant beyond the .01 level.

from the directory. With 1 on the scale representing the greatest benefit and 5 the least, a mean of 3.559 is well under a 50 percent benefit level. Again, when reporting the findings relating to the directory one must consider the number of respondents lacking access to the directory prior to answering the questionnaire (see Table 34).

Item 57. In summary, please rank order the network services according to the benefit you have received. One on the scale used was the most beneficial response, while three was the least beneficial.

Discussion. The networkers surveyed indicated that the network services were the most beneficial network service (see Table 35).

Item 58. In closing, thank you very much for your input into our network. If you have any further comments, please place them in the additional space provided..

Discussion. Eighteen out of 43 of those surveyed contributed responses to item 58. The statements were grouped according to main theme, that is: philosophy, organization, benefits, time, and feedback.

Network Philosophy

> I feel it is vital that the network sticks to its basic purposes and does not deteriorate into a purely social organization or one that enables some members to sell their services to other members, with no other discernable benefit.
>
> I am a passive member of E.W.N. at present because I do not have any current needs for job change, advice, mentors, etc. I am a member because I wish to support this type of service for women and may at some time become

Table 34

Directory Benefit

Degree	n[a]	%
Of Great Benefit(1)	0	0.0
2	6	17.6
3	13	38.2
4	5	14.7
Of No Benefit(5)	10	29.4
No Response	9	Missing

[a]Thirty-four out of 43 responded.

Note: Mean response was 3.559.

Table 35

Most Beneficial Service

Service	Mean	Standard Deviation
Newsletter	1.976	0.612
Functions	1.366	0.581
Directory	2.622	0.721

a more active member with greater expectations.

Network Organization

Too much emphasis being placed on success in the work world as the only avenue for recognition and value. Having worked over thirty years and recently retired after some degree of success, I feel that development and contributions do not stop with retirement.

I'm concerned that the prices of the network memberships/functions eliminate many of those most in need of psychological support/mentoring mechanisms.

You know, I feel the concept of the network is excellent but I miss the participation from private enterprise. I suggest on boards/committees there be an even match from Gov./Education/Medical and private enterprise. I will continue to support the network and do what I can to ensure your many efforts are recognized.

Let's ensure that any and all work done for the network is done by a firm owned by a woman. I hope my comments are taken in good faith.

I believe the current membership fee is an "elitist" fee and discourages people who could benefit greatly from the network. The young who are just getting into the labor market, the isolated women who are not employed on a salaried basis; and the undereducated who have not had an opportunity for advanced education.

Network Benefits

In reviewing my responses they appear negative. In reflecting on this, the organization is so large there isn't an opportunity to get to know other members. The seating arrangement at McTeer's presentation was the most conducive to meeting others. Although we're all women pursuing careers, I didn't find any in my field, hence the basic reason for my joining, i.e. being able to discuss my problems with a peer, has not transpired.

The network has great potential as a helping organization for women. Women have to want to be helped and be assertive enough to go for that which will improve their lives. The encouragement that women need to just be who they are is one of the most important things that the other members of the network can do.

I have not received much benefit from the network. I think it may be due to the difficulty in meeting people in such large groups. A club or social atmosphere might not be as stifling. The functions themselves have been worthwhile and made me more aware of Edmonton female personalities.

Until personal contact is made with other members neither directory nor newsletter is as helpful as it could be.

What I dislike most about the network is the impression of women strutting around trying to give the impression that they are important. Whatever they do is not important unless they can pass it on to help others in a friendly, supportive manner. Any of the women I have met at the functions are so wrapped up in themselves they cannot provide the support I need. I do not need another chance to feel inferior.

E.W.N. has been of no personal benefit to me other than a few pleasant social evenings--but I can obtain this socializing in other avenues--and it doesn't cost $45.00 for nothing. Also, the organizing is geared towards business people instead of professionals.

I joined the network mid-year and other commitments did not permit me to attend many functions. My expertise in a financial area would rule out many of the "advice" functions, likewise the fact that I have had a 10-year start on most of those entering the work force. And I am happy to say--I am recognized for my efforts in my field.

As I have previously stated, due to shiftwork I have been unable to participate as I would have liked. Hope to attend more this year. I fully agree with the concept and hopefully I will be able to attend more functions this year.

I am a relatively new member and therefore I feel that I might not have gained enough insight into the organization as yet. But I'm sure happy it's there.

Questionnaire Feedback

The use of the "list" in your questions starting with question #2 became extremely repetitive and I found I had to go back and reread the question in order to complete the question. Perhaps I am the only one to have found this, but based on my difficulty, I would tend to question the validity of the answers.

I found this an extremely difficult questionnaire. It seems that you are trying too hard re the newsletter and directory to cover multifacets. If #55 can be done great--But where do you stop? It is only the last newsletter and function (Sept. 15) that has made me feel good about my association with E.W.N. and that there are possible benefits without becoming radical.

Positive Feedback

Best wishes on this study. Looking forward to hearing about your results.

Keep up the excellent work Lana, and all the new members of the executive.

An interesting thesis topic. Best of luck in completing your research. Please take this in our "mentor" sense but not as a criticism. It was my honest reaction.

Overview

One hundred percent of the respondents surveyed felt that the information about network functions should be included in the newsletter. Those surveyed considered membership presentations to be the most important type of network function and network business meetings to be the least important. Of those surveyed, 48.3 percent were

satisfied with the information provided in the network directory. However, it must be stated that a number of those surveyed had not received or picked up their network directories before answering the questionnaire.

When asked to rank the network services according to the degree of benefit received, the functions ranked first, the newsletter second, and the directory third.

Regardless of the rank order of the network's services, a common trend was present in the data gathered for each service. A discrepancy was evident between what the actual benefits had been from the services and what the desired benefits were. In other words, for all network services offered, the membership stated that they had received some but not as much benefit as they wished to receive. The t values received for each of the services were all significant beyond the .01 level, indicating a desire for more or greater benefits from all network services.

Chapter Summary

In its literature the Edmonton Women's Network described itself as a vertical network or a network established to benefit women of all ages and all occupations. However, the women in the network were not of all ages or of all occupations. Instead, 65.3 percent of those surveyed were between the ages of 30 and 39 years, while only 2.3 percent of the members were between the ages of 20 and 29 years. There was no one occupation that most networkers were

involved in; however, almost all of the occupations listed were of a quasi-professional nature, like teaching, nursing, or physiotherapy. The majority of the occupations listed required about 16 years of formal training. Of the networkers surveyed, 73.8 percent had a 1982 income between $20,000 and $39,999. Therefore, using the terminology used in the network literature, the network was more horizontal than vertical in nature. In other words, the women surveyed were similar not different in age, classification of occupation, and income level. Although the network had intended to become a vertical network, it had in fact attracted a specific segment of the women's community. The Edmonton Women's Network was an horizontal network. Viewing the network as an horizontal rather than a vertical network has certain implications.

The network purposes presented in the questionnaire were developed from documents used by the network and stored in the network's archives file. Therefore, the amount of agreement or disagreement provided by those surveyed was in relation to the network's founding purposes.

Of those surveyed, 62.8 percent were in agreement with the network's purposes. However, 67.4 percent of those surveyed were unaware that mentoring was a network purpose. Of those surveyed, 94.9 percent agreed with the mentoring purpose. This indicated a need for the membership to be made more aware of mentoring as a network purpose. Of those surveyed, 93 percent stated that the network should support

the development of sub-networks, indicating a strong desire for sub-network development.

Those surveyed joined the network to receive the network outcomes listed in the questionnaire. Most replied that information was the most important network outcome, and that they desired information via the network however possible. However, when asked if the network had met their membership needs through the stated outcomes, the response was that the network had not fully met their needs. On a scale of one to five, the mean response was 3.150, indicating a need for the network to better serve its membership needs. Therefore the outcomes supplied by the network are desired by the membership but not being supplied by the organization to the degree desired by the membership.

Of those surveyed, 85.7 percent agreed with the apolitical policy held by the network; 76.2 percent agreed with the network belief that the good of all women is significantly advanced by the individual women who succeed in the workplace; and 73.2 percent of the respondents agreed with the non-volunteer nature and policy of the Edmonton Women's Network. Over 70 percent of those surveyed agreed with and supported the policies established by the network's founding members. Therefore the network should continue to maintain and support its founding policies.

One hundred percent of the respondents surveyed felt that the information about network functions should be included in the newsletter. Those surveyed considered

membership presentations to be the most important type of network function and network business meetings to be the least important. Of those surveyed, 48.3 percent were satisfied with the information provided in the network directory. However, it must be stated that a number of those surveyed had not received or picked up their network directories before answering the questionnaire.

When asked to rank the network services according to the degree of benefit received, the functions ranked first, the newsletter second, and the directory third.

Regardless of the rank order of the network's services, a common trend was present in the data gathered for each service. A discrepancy was evident between what the actual benefits had been from the services and what the desired benefits were. In other words, for all network services offered, the membership stated that they had received some but not as much benefit as they wished to receive. The t values recorded for each of the services were all significant beyond the .01 level, indicating a desire for more or greater benefits from all network services. Therefore, the network should consider ways to increase the amount or degree of benefit the membership could receive from the network's services. However, when doing so, the network should consider the cost of increased services and the degree to which the members are utilizing the already existing services. In other words, there is a balance to be developed between service provision and service

utilization, keeping in mind the economic resources available to the network.

Conclusion

The Edmonton Women's Network is an horizontal network whose members support its purposes and policies. The Network's services have provided some benefit to its members, but the membership desires greater benefit from the services being provided. The membership's desire for greater benefits may have a direct impact on the short- and long-term survival of the Edmonton Women's Network.

CHAPTER V

SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

In this chapter is presented a summary of the study with emphasis given to the effectiveness of the instrument, the implications of the results, and the recommendations arising from the findings.

Summary

The Problem

The main problem of this study was to describe the demographic characteristics of the women who belonged to the Edmonton Women's Network and how the present members' perceptions of network purposes, policies, and services differed from those established for and provided by the network in its initial stages of development.

The Procedure

Since no instrument had been developed which was appropriate or applicable to the study, a questionnaire was designed which described the demographic variations among network members and presented their perceptions of network policies, purposes, and services in relation to the

perceptions of the founding members.

Implications

The implications arising from the data have been organized according to the study objectives.

Demographic Variations in the Edmonton Women's Network

In its literature, the Edmonton Women's Network described itself as a vertical network or a network established to benefit women of all ages and all occupations. However, the women in the network were not of all ages or of all occupations. Instead, 65.3 percent of those surveyed were between the ages of 30 and 39 years, while only 2.3 percent of the members were between the ages of 20 and 29 years. There was no one occupation that most networkers were involved in; however, almost all of the occupations listed were of a quasi-professional nature, like teaching, nursing, or physiotherapy. The majority of the occupations listed required about 16 years of formal training. Of the networkers surveyed, 73.8 percent had a 1982 income between $20,000 and $39,999. Therefore, using the terminology used in the network literature, it was more horizontal in nature than vertical. In other words, the women surveyed were similar not different in age, occupation, and income level. Although the network had intended to become a vertical network, it had in fact attracted a specific segment of the

women's community. The Edmonton Women's Network was an horizontal network. Viewing the network as an horizontal rather than a vertical network has certain implications.

For instance, women in their twenties may view the network as unnecessary. Many women in their twenties are busy attending school, finding a mate or beginning their families. For such women, therefore, the network as a "force for career advancement" may be considered unnecessary. As well, this group may find the network too expensive for their limited incomes. Alternatively, one might also speculate that women in their twenties have reaped the benefits of the women's movement, have moved into the initial stages of their work lives with few, if any, obstacles and view the network as unnecessary for their personal development.

A third implication associated with the horizontal nature of the network lies in the kind of public relations campaign run by the network's executive. Although in theory the network stated the group was for "all ages and all occupations," an examination of the group's public relations materials and its written documents indicated a definite target market. The heavy, soft grey paper, the professionnally designed maroon logo, and a newsletter modelled after other professional newsletters established the focus of the network's membership drive--the 30 to 39 year-old quasi-professional with a certain amount of disposible income. This discrepancy between theory and practise in the membership development may have contributed to the horizontal nature of the network.

The horizontal nature of the network could have a direct effect on the kinds of exchanges possible among the membership. Like members will exchange different kinds of information or services than will unlike members. Therefore, if the respondents joined the network for contact with women unlike themselves, they may not have fulfilled this need through their network participation. This in turn may have been a reason for the network meeting less than 50 percent of the respondents' needs. Therefore, the horizontal nature of the network may limit the ability of the network to fully meet its membership needs.

Differences Between the Founding and the Present Members' Perceptions of Network Purposes

The network purposes presented in the questionnaire were developed from documents used by the network and stored in the network's archives file. Therefore, the amount of agreement or disagreement provided by those surveyed was voiced in relation to the network's founding purposes.

Of those surveyed, 62.8 percent were in agreement with the network's purposes. However, 67.4 percent of those surveyed were unaware that mentoring was a network purpose. Of those surveyed, 94.9 percent agreed with the mentoring purpose. This indicated a need for the membership to be made more aware of mentoring as a network purpose. Of those surveyed, 93 percent stated that the network should support the development of sub-networks, such as Women in Educational Management.

Those surveyed joined the network to benefit the network outcomes listed in the questionnaire. Most replied that information was the most important network outcome, and that they desired information via the network however possible. However, when asked if the network had met their membership needs through the stated outcomes, the response was that the network had not fully met their needs. On a scale of one to five, the mean response was 3.150, indicating a need for the network to better serve its membership needs. Therefore, the outcomes supplied by the network are desired by the membership but not being supplied by the organization to the degree desired.

Because the network met less than 50 percent of the respondents' needs, the size of the network's membership could be affected. It is possible that, having received minimal network benefits, some or many members will decide not to renew their memberships. A decreasing membership could have both short- and long-term implications for the survival of the network.

Variations Between the Founding and the Present Membership's Perceptions of Network Policies

Of those surveyed, 85.7 percent agreed with the apolitical policy held by the network; 76.2 percent agreed with the network belief that the good of all women is significantly advanced by the individual women who succeed in the workplace; and 73.2 percent of the respondents agreed with the non-volunteer nature and policy of the Edmonton Women's

Network. Over 70 percent of those surveyed agreed with and supported the policies established by the network's founding members. Therefore, the network should continue to maintain and support its founding policies.

However, regardless how much the membership supports the network's established policy, it is not likely that theory alone will keep the network alive. In other words, the theory or network policies must be implemented via the network's services or the membership will begin to see the network as ineffective. This places the network in a position where improved membership satisfaction with the network's services is necessary to ensure support for its policies in the form of a paid membership.

Differences Between the Founding and the Present Networkers' Perceptions of Network Services

One hundred percent of the respondents surveyed felt that the information about network functions should be included in the newsletter. Those surveyed considered membership presentations to be the most important type of network function and network business meetings to be the least important. Of those surveyed, 48.3 percent were satisfied with the information provided in the network directory. However, it must be stated that a number of those surveyed had not received or picked up their network directories before answering the questionnaire.

When asked to rank the network services according to the degree of benefit received, the functions ranked first,

the newsletter second, and the directory third.

Regardless of the rank order of the network's services, a common trend was present in the data gathered for each service. A discrepancy was evident between what the actual benefits had been from the services and what the desired benefits were. In other words, for all network services offered, the membership stated that they had received some but not as much benefit as they wished to receive. The t-values recorded for each of the services were all significant beyond the .01 level, indicating a desire for more or greater benefits from all network services. Therefore, the network should consider ways to increase the amount or degree of benefit the membership could receive from the network's services. However, when doing so, the network should consider the cost of increased services and the degree to which the members are utilizing the already existing services. In other words, there is a balance to be achieved between service provision and service utilization, keeping in mind the economic resources available to the network.

Not unlike the findings in objective two, the membership's desire for more or greater benefits from all network services may have a direct impact on membership renewals, and could also have both short- and long-term implications for the survival of the network.

Recommendations

The recommendations that follow pertain to streamlining and improving the questionnaire and helping to further the organization's development.

Questionnaire

Most questions in section one of the questionnaire were acceptable and gathered the information intended; however, the following question changes in specific items should be considered:

1. An item should be been included that stated how long the respondent had been a network member. The question would have identified original members and new members. This length of a respondent's membership in the network could have had an impact on the responses given.
2. Question #9, the income question, could have been left as an open-ended question. This may have provided a finer breakdown of the membership's income categories. It was difficult to establish if the members clustered at the upper or lower ends of their income categories.

The questions in section two requiring revision included the following:

3. In any of the questions where a Likert scale was used, the scale one to five held the one on the scale to be the most significant and the five on the scale to be the least significant. This is the reverse order of what is usually used. Therefore, if the questionnaire

were administered again it might be advisable to use the one to five scale as it is most commonly used with five being the most significant number on the scale and one being the least significant.

4. Questions 22 and 23 were similar and should be combined into one question to avoid unnecessary repetition.

The questions in section three requiring revisions included:

5. In the non-computerized questions, where the respondent was required to acknowledge why they agreed or disagreed with a particular network viewpoint, it would have been less repetitive to ask why they disagreed with a stated network purpose not why they agreed or disagreed. This would have been appropriate since level of agreement was given sufficient attention in the previous section.

Section four of the questionnaire did not require any revisions.

Recommendations Arising from the Findings

1. If the network wishes to become a vertical rather than an horizontal network, steps should be taken to actively attract other types of women to the network. The 20 to 29 year olds are underrepresented and if actively solicited could aid the network in developing a more varied membership.
2. The network was very successful in publicizing its philosophies and policies and attracting a membership

which supported the network's purposes. Therefore, the network should continue as it has and promote the network through the various information channels at its disposal.

3. The network may find the systematic collection and analysis of membership demographics may help to determine the characteristics of the network's members and in turn aid in planning and offering appropriate activities and services for their membership.
4. The degree of benefit received by the network membership could be increased by:
   (a) encouraging and facilitating more membership presentations as a part of network functions;
   (b) providing functions which inform networkers about the networking process, for example, a workshop on mentoring and the networking process;
   (c) the deliberate development of subnetworks coupled with network workshops on how to develop subnetworks; and
   (d) the continued and regular use of a feedback loop like the questionnaire developed in this study, to keep the network executive in touch with the attitudes and needs of the network membership.

Recommendations for Further Study

In conclusion, it is important to discuss the focus of the study and how this focus opened avenues for further study. The focus of this study was membership perceptions

of the network's purposes, policies, and services in relation to the founders' perceptions of those purposes, policies and services. However, the one side of the networking process which was not explored was membership input into the network.

Inherent in the networking literature is the notion that networking is an individual responsibility. Therefore, the degree of benefit received from networking would be the result of the degree of services provided by the network and the degree to which the member utilized the services provided. Therefore, the question arises, "How much should a network provide its membership?" The question is a matter of degree, of politics, and it is a question in need of further study.

A final area in need of further study is the area of network terminology. Terms like horizontal and vertical are ambiguous and perhaps inappropriate for describing various types of networks; however, they are the terms used in the network literature. Perhaps an attempt at further refining network terminology should be an area for further study.

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APPENDIX A

NETWORK SURVEY COVER LETTER

EDMONTON
WOMEN'S NETWORK

#202, 10116 - 105 Avenue, Edmonton, Alta., T5H 0X2
Tel. (403) 428-1455

Lana Black
10310 - 137 Street
Edmonton, Alberta
T5N 2H1
Tel. (403) 454-7026
August 12, 1982

Dear Network Member:

Barbara Esdale, Network president, the Network executive and I would like you to share your network perceptions with us.

Your responses to the enclosed questionnaire will provide us with your comments on Edmonton's Network and will have a direct impact on the future activities and directions undertaken by the Network.

The results of the survey will serve as the data base for my graduate thesis, titled "Membership Perceptions of the Edmonton Women's Network," which will be used by the Network executive as a guide to greater network effectiveness and will be presented to the membership in an upcoming network newsletter.

But first we need your information! Your action steps include:

1. Completing the enclosed survey by September 10, 1982.
2. Returning the survey in the pre-stamped, pre-addressed envelope included with the survey.

One hundred network members will be surveyed. All data gathered and the names of the survey participants are strictly confidential. You need not sign your questionnaire.

Networking is sharing information. Thank you for your information. It will help us to build a better network--a network that you can feel a part of!

Cordially,

Lana Black
Grad. Student
Dept. of Ed. Admin.
U. of A.

LB/jl
Encl.

APPENDIX B

NETWORK SURVEY (QUESTIONNAIRE)

NETWORK SURVEY

You as an individual network member can help to strengthen the purposes, policies, services and overall effectiveness of our network by telling us about yourself, what you have received from the network, what you perceive the network to be and what you would like the network to become.

* * * * * * * * *

Section One: Personal Data

The data in section one is very personal. By providing this information you will help the network to develop an awareness of who our membership is and what the personal needs and preferences of our membership might be. All data are strictly confidential.

CARD 1
9

* * * * * * * * *

For Office Use Only

1. What is your marital status? 10

   1. ____ single
   2. ____ married
   3. ____ separated
   4. ____ divorced
   5. ____ other, please specify _____

2. In which of the following categories is your age in years? 11

   1. ____ Less than twenty
   2. ____ 20 - 29
   3. ____ 30 - 39
   4. ____ 40 - 49
   5. ____ 50 - 59
   6. ____ 60 - 69
   7. ____ 70 or more

3. Please indicate how long you have lived in Alberta. 12

   1. ____ under 5 years
   2. ____ 5 - 9 years
   3. ____ 10 - 14 years
   4. ____ 15 - 19 years
   5. ____ 20 - 25 years
   6. ____ over 25 years
   7. ____ a lifetime

4. If born in Canada, please indicate in which province or territory you were born. 13

   1. ____ British Columbia
   2. ____ Alberta
   3. ____ Saskatchewan
   4. ____ Manitoba
   5. ____ Ontario
   6. ____ Quebec
   7. ____ Maritimes
   8. ____ Atlantic provinces
   9. ____ N.W. Territories
   10. ____ Outside Canada

5. If born outside of Canada, please specify where (by country please) _____

_____

6. Please indicate your highest level of educational attainment (expressed as years of education). 14

1. ____ grades K-6
2. ____ grades 7-9
3. ____ grades 10-12
4. ____ grade 12 plus one year
5. ____ grade 12 plus two years
6. ____ grade 12 plus three years
7. ____ grade 12 plus four years
8. ____ grade 12 plus five years
9. ____ other, please specify grade 12 plus ____ years

7. Please indicate any educational certificates that you have obtained beyond a high school diploma.

_____

_____

_____

8. Please specify your present occupation. If home-making is your only occupation, please list it as your present occupation. _____

_____

_____

9. Please indicate in which of the following categories your 1982 income would be. 15

1. ____ 0 - 9,999
2. ____ 10,000 - 19,999
3. ____ 20,000 - 29,999
4. ____ 30,000 - 39,999
5. ____ 40,000 - 49,999
6. ____ 50,000 - 59,999
7. ____ 60,000 - 69,999
8. ____ 70,000 - 79,999
9. ____ over 80,000

10. Prices of Network functions are partly determined by program expenses. Please indicate which of the following price ranges you would be willing to pay for various functions throughout the year. 16

1. ____ under $5.00
2. ____ $5 - 9.00
3. ____ $10 - 14.00
4. ____ $15 - 19.00
5. ____ $20 - 24.00
6. ____ $25 - 30.00
7. ____ over $30.00

11. Listed below are suggested amounts for Network dues. Please indicate the maximum amount you would be willing to pay for a Network membership (choose only one). 17

1. ____ $45.00
2. ____ $50.00
3. ____ $55.00
4. ____ $60.00
5. ____ $70.00
6. ____ $80.00
7. ____ $90.00
8. ____ $100.00
9. ____ more than $100.

12. Please indicate who paid for your Network membership. 18

1. ____ self
2. ____ employer
3. ____ other, please specify _____

_____

Section Two: Network Purposes

The Edmonton Women's Network is a non-profit organization operated for the benefit of its members. Its primary purpose is to enhance women's career lives through networking. It is a self-help organization for learning network techniques, for finding role models, for reducing isolation, and for sharing career problems.

* * * * * * * * *

Directions

Please circle the number on all the following continuum questions which most reflects your own view.

* * * * * * * * *

13. Were you aware of the preceding Network purposes when you joined? 19

1	2	3	4	5
Completely Aware				Completely Unaware

14. Were the Network's purposes brought to your attention during your Network membership? 20

1	2	3	4	5
Completely				Not at all

15. Do you agree with the preceding Network purposes? 21

1	2	3	4	5
Completely Agree				Completely Disagree

16. If you disagree (4 or 5) please state what you feel the primary purposes of the Network should be.

_____

_____

_____

_____

_____

As well as providing role models, the Network supports and encourages mentoring. A mentor is an experienced and willing person who will guide and develop another individual, sometimes on a personal level, but usually in a work relationship.

* * * * * * * * *

17. Were you aware of the Network's desire to foster mentor relationships among Network members? 22

1. ____ Yes 2. ____ No

18. Have you found a mentor through the Network? 23

1. ____ Yes 2. ____ No

19. Have you served as a mentor through the Network? 24

1. ____ Yes 2. ____ No

20. Do you feel that mentoring should be a part of the Network's purposes? 25

1. ____ Yes 2. ____ No

21. If no, please specify why. _____

_____

_____

_____

Networking is women getting together to get ahead. To reach this objective, our Network was established and tries to provide its membership with the following outcomes.

* * * * * * * * *

22. Please indicate which of the following outcomes you feel the Network should provide. 26-30

	YES	NO	
1.	____	____	information
2.	____	____	referrals
3.	____	____	feedback
4.	____	____	visibility
5.	____	____	psychological support

23. Please rank the following outcomes according to their importance as Network outcomes. 31-35

1. ____ information
2. ____ referrals
3. ____ feedback
4. ____ visibility
5. ____ psychological support

24. Please indicate the degree to which the preceding outcomes have been of benefit to you. 36-41

	Of Great Benefit				Of No Benefit
information	1	2	3	4	5
referrals	1	2	3	4	5
feedback	1	2	3	4	5
visibility	1	2	3	4	5
psychological support	1	2	3	4	5

25. Why did you join the Network? _____

_____

_____

_____

_____

26. Did the Network meet the needs you expected it to meet? 42

1 2 3 4 5

Completely Not at All

27. Please indicate what other benefits, other than those listed in question 22, that the Network should provide is membership with.

_____

_____

_____

_____

At present the Edmonton Women's Network supports the plan to develop sub-networks within the larger network. Sub-networks are networks developed around specific issues, topics, concerns or perhaps occupations. They function as a network within a network.

* * * * * * * * *

28. Should the Network support the development of sub-networks? 43

1. ____ Yes 2. ____ No

Section Three: Network Policies

The Edmonton Women's Network is not a lobbying group, a fund-raising agency, an employment agency or a guarantee for career advancement. It does not give support to specific philosophies, services or products. Many members individually support a wide variety of social service, and political groups, but the Network as an organization does not adopt or support the objectives of these groups unless they are congruent with Network aims. The Network is therefore considered to be an apolitical organization.

* * * * * * * * *

29. Were you aware of the apolitical nature of the Network when you joined? 44

1 2 3 4 5

Completely Aware Completely Unaware

30. If not, was the apolitical nature of the Network brought to your attention during your Network membership? 45

1 2 3 4 5

Completely — Not at All

31. Do you agree with the apolitical nature of the Network? 46

1 2 3 4 5

Completely Agree — Completely Disagree

32. Please indicate why you agree/disagree with the Network's apolitical policy. _____

_____

_____

_____

The Network supports the belief that the good of all women is significantly advanced by the individual women who succeed in the work world.

* * * * * * * *

33. Were you aware of this attitude when you joined the Network? 47

1 2 3 4 5

Completely Aware — Completely Unaware

34. If not, was this Network attitude brought to your attention during your Network membership? 48

1 2 3 4 5

Completely — Not at All

35. Do you agree with this Network attitude? 49

1 2 3 4 5

Completely Agree — Completely Disagree

36. Please indicate why you agree/disagree with this Network viewpoint. _____

_____

_____

_____

_____

One of the basic policies of our Network is that the Network is not to be a volunteer organization. Women are to participate in Network activities for mutual benefit, not solely for the benefit of others.

* * * * * * * *

37. Were you aware of this policy when you joined the Network? 50

1 2 3 4 5

Completely Aware — Completely Unaware

38. If not, was this Network policy brought to your attention during your Network membership? 51

1	2	3	4	5
Completely				Not at All

39. Do you agree or disagree with this Network policy? 52

1	2	3	4	5
Completely Agree				Completely Disagree

40. Please indicate why you agree/disagree with this Network policy. _____

_____

_____

_____

Section Four: Network Services

Network Newsletter. The Network newsletter is published quarterly to bring Network news from across Canada and to facilitate the networking process by providing information on who's doing what when and where in the Network.

* * * * * * * * *

41. Please indicate which of the following types of information the Network newsletter should provide. 53-59

	YES	NO	
1.	____	____	Network policies/procedures
2.	____	____	How the Network is run
3.	____	____	Network functions
4.	____	____	The networking process
5.	____	____	Network members
6.	____	____	Membership advertising
7.	____	____	National Network news

42. Please indicate the degree to which you have received the following benefits because of the Network Newsletter. 60-70

	Of Great Benefit				Of No Benefit
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

43. Please indicate the degree to which the Network newsletter should assist networkers in receiving the following benefits. 71-80

	A Great Deal				Not At All
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

Card 2
9
10

44. Please indicate the degree to which the Network newsletter has been of benefit to you. 11

Of Great Benefit				Of No Benefit
1	2	3	4	5

Network Functions

The main purpose of Network functions is to give Network members a place to network. However, it is important that the Network's programs be of value and in tune with networker interests and budgets.

* * * * * * * * *

45. Please indicate which of the following functions the Network should provide. 12-16

	YES	NO	
1.	____	____	presentations by noted speakers
2.	____	____	presentations by network members
3.	____	____	network workshops
4.	____	____	network social evenings
5.	____	____	network business meetings

46. Please indicate the degree to which the preceding network functions have been of benefit to you. 17-21

	Of Great Benefit				Of No Benefit
presentations by noted speakers	1	2	3	4	5
presentations by network members	1	2	3	4	5
network workshops	1	2	3	4	5
network social evenings	1	2	3	4	5
network business meetings	1	2	3	4	5

47. Please indicate the degree to which you have received the following benefits from attending and participating in Network functions. 22-32

	Of Great Benefit				Of No Benefit
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

48. Please indicate the degree to which the Network functions should assist networkers in receiving the following benefits. 33-43

	Of Great Benefit				Of No Benefit
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

49. Please indicate the degree to which the Network functions have been of benefit to you. 44

Of Great Benefit				Of No Benefit
1	2	3	4	5

50. Please indicate any other functions the Network could provide its membership with. _____

_____

_____

_____

Network Directory. The purpose of the Network directory is to provide Network members with a rooster of other members, their occupations, addresses and telephone numbers as well as some information regarding their areas of interest and experience.

51. Were you listed in the Network Directory? 45

1. ____ Yes 2. ____ No

52. Were you satisfied with the information provided in the Directory? 46

Satisfied				Not Satisfied At all
1	2	3	4	5

53. If not satisfied specify what type of information you would include in the Network Directory.

_____

_____

_____

_____

54. Please indicate the degree to which you have received the following benefits from being listed in the Network Directory. 47-57

	Of Great Benefit				Of No Benefit
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

55. Please indicate the degree to which the Network Directory should assist networkers in receiving the following benefits. 58-68

	Of Great Benefit				Of No Benefit
personal visibility	1	2	3	4	5
business contacts	1	2	3	4	5
sharing work problems	1	2	3	4	5
job leads	1	2	3	4	5
advice	1	2	3	4	5
find a mentor	1	2	3	4	5
be a mentor	1	2	3	4	5
sell products/services	1	2	3	4	5
seek clients	1	2	3	4	5
make friends	1	2	3	4	5
obtain psychological support	1	2	3	4	5

56. Please indicate the degree to which the Network Directory has been of benefit to you. 69

Of Great Benefit				Of No Benefit
1	2	3	4	5

57. On summary, please rank order the Network services according to the benefit you have received. "1" is the most beneficial while "3" is the least beneficial. 70-72

1. ____ Newsletter
2. ____ functions
3. ____ Directory

58. In closing, thank you very much for your input into our Network. If you have any further comments please place them in the additional space provided.

_____

_____

_____

_____

_____

_____

_____

Thank you

Lana B. Black

APPENDIX C

NETWORK SURVEY FOLLOW-UP LETTER

EDMONTON
WOMEN'S NETWORK
#202, 10116 - 105 Avenue, Edmonton, Alta. T5H 0K2
Tel. (403) 428-1455

Lana Black
10310 - 137 Street
Edmonton, Alta.
T5N 2H1
Tel. (403) 454-7026
September 13, 1982

Dear Networker,

Hello again! This letter is a follow through letter re the Network questionnaire sent to you in mid-August, 1982.

If you have returned your questionnaire, thank you very much! If not, please return the questionnaire in the envelope which accompanied the questionnaire. Your returning the Network questionnaire will have a direct impact on the quality of our research findings.

Thank you once again!

Cordially,

Lana B. Black
Graduate Student
Dept. of Ed. Admin.
U. of A.

LBB/jl